

NEWS SUMMARY

GENERAL

Reagan moves to reassure Israel

President Ronald Reagan yesterday reassured Israel that the US military aircraft sale to Israel would not endanger Israeli security. He expressed his determination to help Israel "maintain its military and technological edge."

The Administration's first public comment on the Saudi peace plan for the Middle East, however, Mr Reagan said it was a beginning point for negotiations, a remark bound to cause concern in Israel. Back Page; see Reagan's fading image Page 4

Sweden protests over submarine

Sweden protested to Moscow about the Soviet submarine rounded near its naval base at Karlskrona and refused to let Soviet vessels rescue it. It also of a planned visit to Moscow by the armed forces chief.

An unidentified foreign submarine was sighted 18 miles from Karlskrona and driven off by naval ships and helicopters.

Trident question

The U.S. announcement that it could phase out the smaller Trident missiles may cause the British Government to delay buying Trident submarines. Back Page; New nuclear strategy urged, Page 6

Bill move fails

Labour peers failed to make a major alteration to the British Nationality Bill. Page 9

Confidence law

A wide-ranging law on breach of confidence was proposed by the Law Commission. Page 7

Fowler pledge

Legislation to protect the rights of mentally handicapped hospital patients will be introduced as soon as possible. Mr Norman Fowler, the Social Services Secretary, said.

JN candidate

Mr Norman's Foreign Minister George Illueca was proposed to break the deadlock over selection of the next UN secretary-general.

Ripper writ

A writ for damages against the former Ripper Peter Sutcliffe was issued by Mrs Irene MacDonald, the mother of his fifth victim.

Bombings: 5 freed

Five Irishmen questioned in London about the recent IRA bombings were released.

Test decision

India may decide today whether next month's England cricket tour will go ahead, the England Test and County Cricket Board said.

Briefly...

Ford will raise car prices an average 3.7 per cent on November 10.

Sole British yachtsman Paul Rodgers left Australia to resume his attempt to circumnavigate the world twice.

Works of art will be excluded from France's private wealth tax.

Legal Service

The Financial Times will expand its legal coverage next week. Three times a week, beginning on Tuesday, we will carry law reports of special interest to businessmen and commercial and company lawyers. They will be written by Dr Rachel Davies, a barrister. The regular legal columns 'The Week in the Courts and Business' and 'The Courts (re-named Business Law)' will continue to run on Mondays and Thursdays.

CHIEF PRICE CHANGES YESTERDAY

(Prices in pence unless otherwise indicated)

RISES		FALLS	
Excheq 11pc 84	291 + 1	Costs Paternal	621 - 44
Excheq 12pc 90	433 + 1	Comptel Union	130 - 3
Barrington	137 + 6	Oliver (G.) A	100 - 8
Finlan (J.)	42 + 6	Press (Wm)	65 - 8
GE	683 + 7	Richardson's Wgrth	20 - 3
Grange Trust	148 + 21	Tilling (T.)	134 - 12
Hanson Trust	276 + 16	Atlantic Res	225 - 15
Hoover A	87 + 4	Candacta	180 - 5
Hopkinson	94 + 11	CRA	176 - 5
Hills and Allen	410 + 18	North Broken Hill	146 - 5
Plessey	306 + 6	Peko-Wallend	325 - 20
Royal Bk Scotland	160 + 4	RTZ	440 - 5
Sainsbury (J.)	435 + 15	Western Mining	238 - 10
Unilever	580 + 10		

BUSINESS

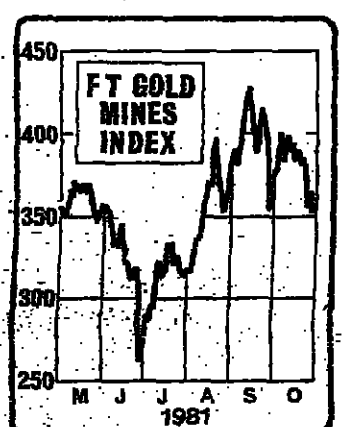
\$ weak in London; Gold Mines off 12.2

DOLLAR weakened on easing of tension over Poland and publication of U.S. economic indicators for September. It closed in London at DM 2.27 (DM 2.289), FFf 5.696 (FFf 5.7485) and SwFr 1.8575 (SwFr 1.886). It was firmer against the yen at Y234.25 (Y233.9). Its trade-weighted index was 109.4 (109.9). Page 26

STERLING improved 65 points on the day against the dollar to close in London at \$1.322. It rose to Y429.5 (Y426.75), but weakened to DM 4.16 (DM 4.175), FFf 10.425 (FFf 10.495) and SwFr 3.405 (SwFr 3.4325). Its trade-weighted index was 88.5 (88.2). Page 26

GOLD fell \$7 to \$424 in London. In New York the Comex November close was \$428.9. Page 26

EQUITIES: the FT 30-share index gained a point to close at 467.7, but the FT Gold Mines index was off 12.2 at 353.1, its lowest since August. Page 32



GILTS: the FT Government Securities index gained 0.39 to 61.01. Page 32

WALL STREET was 6.37 down at \$31.24 near the close. Page 30

Prime cut

CONTINENTAL ILLINOIS, Chicago's largest bank, cuts its prime rate by half a percentage point to 17.5 per cent, paying the way for a general move to the lower rate. Back Page

NORWICH UNION is considering legal action against the Greater London Council if its proposed Elephant and Castle office scheme is blocked. Property Column Page 10

AEG-TELEFUNKEN, the electrical and electronics group, is asking the consortium of 23 German and Swiss banks which organised a DM 1.4bn (£336m) rescue two years ago to write off credits worth about DM 240m (£57.7m).

JAPAN is insisting that ICL provide about £100m in guarantees to underwrite its agreement in principle to collaborate with the Fujitsu electronics group. Back Page

SIGNETICS, the California semiconductor-making subsidiary of the Dutch Philips group, has asked 1,000 top engineers to consider a deferment of salary payments until the New Year. Back Page

HOMFRAY AND CO., the West Yorkshire carpet maker, has gone into receivership a week after Blackwood Morton and Sons (Holdings)—BMK carpets. Page 20

WILLIAM PRESS, the engineering contractor, has raised loss provisions of £3.5m against its £53m natural gas project in Cairo, and charged them against taxable profits, which, as a result, are £2.14m (£3.31m) for the half year to June 30. Page 20

BAMBERS STORES increased pre-tax profits to £1.48m (£1.12m) for the six months to August 1. Page 26

Picketing plans made ready at BL as strike looks probable

By CHRISTIAN TYLER AND JOHN LLOYD

A STRIKE from Monday of BL's 68,000 car workers was looking probable yesterday as a round of conciliation talks failed and shop stewards reported mounting anger and solid support in the car plants.

Preparations are under way for blanket picketing of the plants. At Cowley, a skeleton picket will be arranged from midnight on Saturday, when the strike formally starts. From early Monday workers will be divided into squads to cover all the plant entrances.

Some stewards expressed fears of violence on the picket lines, but others dismissed these, at least at the two major sites, on the assumption that the strike call would be solidly obeyed.

Mr Pat Lowry, chairman of the Advisory, Conciliation and Arbitration Service, and Mr Dennis Boyd, chief conciliator, spoke again to BL and union officials last night. Acas was not ruling out the possibility of further developments today.

Separate visits to Acas by teams from both sides earlier in the day produced no basis for resuming negotiations. Union leaders said they would be standing by, but made it clear that they considered the next

move was up to Sir Michael Edwards, BL chairman, or the Government.

Mr Patrick Jenkin, Industry Secretary, gave a progress report on the dispute to the Cabinet yesterday. He is keeping in close touch with BL's

The Government is not expected to fund the difference between its 4 per cent cash-limit public services pay provision and the 10.1 per cent settlement for the carmen. Whitehall made clear that individual councils would be left to make up the amount Page 5

Parliament Page 9

board about any developments which might lead to liquidation since these would involve the Government as a major shareholder.

Labour MPs demanded an emergency debate, which was refused by Mr George Thomas, the Speaker. There was no immediate response from Ministers to the request for a statement, in spite of Mr Jenkin's presence in the Commons.

Short of a last-minute change in the pay offer from BL, or a climbdown by union leaders and stewards, BL looks set to try to

face down a strike. It will open the plant gates on Monday and hope that strike support fades.

The near certainty of a massive response to the strike call, at least at the main car plants, was underlined yesterday in a variety of ways.

Mr John Egan, managing director of Jaguar Cars, where industrial relations are traditionally good, told a meeting of senior shop stewards that while he believed the workers were loyal to the company they would inevitably obey the call.

Mr Egan's statement followed a week of meetings with shop floor workers in an attempt to persuade them to continue working.

A poll in The Sun newspaper, taken on Tuesday at the main Longbridge and Cowley plants, showed that nearly 90 per cent of workers would take part in the strike. The poll showed only one in four of those surveyed believed Sir Michael would close the company and sack the workforce.

Shop stewards at all major plants reported unprecedented anger, much of it apparently directed personally at Sir Michael.

Mr Wal Sueti, a senior steward at Longbridge, said "the

Tebbit plans increase in unions' liability

By ELINOR GOODMAN, POLITICAL CORRESPONDENT

PROPOSALS for reducing trade unions' legal immunities were put to Ministers yesterday by Mr Norman Tebbit, the new Employment Secretary, as part of a major package aimed at tightening the law on trade unions.

The changes would, it is understood, make trade union funds vulnerable to damages suits under certain circumstances and would therefore strike at the heart of existing trade union law. At present individual trade unionists, but not unions themselves, can be sued.

The aim would be to remove unions' immunity from legal action by employers where disputes were over issues which had no direct impact on the workers involved and for which the management affected had no responsibility.

This would be achieved by redefining the kind of dispute given protection under the law. Precisely what this new definition is will not emerge for several weeks. Both the areas

likely to be no longer protected could include strikes in support of trade unions outside Britain or strikes as a result of inter union disputes, rather than disputes with the management.

The proposals go further than Mr James Prior, Mr Tebbit's predecessor, would have done, though they are not as tough as many Tory right-wingers and some employers' organisations would have liked.

Mr Tebbit yesterday also put forward a number of proposed changes to the law on the closed shop which Mr Prior had been planning, and are expected to form the basis of a new Employment Bill in the New Year.

These include making unions periodically ballot their members to test support for existing closed shops; a ban on "union only" clauses in contracts; and an increase in the compensation payable to workers sacked as a result of the operation of a closed shop.

Yesterday, when the latest proposals were discussed by Ministers for the first time, the

stomach were apparently quite amicable.

But Mr Tebbit could well face opposition on aspects of his package from some of his colleagues in future.

He is believed to have rejected demands to make union contracts legally enforceable. He has also rejected the idea of banning the closed shop.

Since he was appointed following the Government reshuffle last month, Mr Tebbit has been at pains to say that he backs Sir Prior's broad "stop by step" approach to legislation and that he is not about to launch an all-out attack on the unions. His proposals may come as a disappointment to the Right but they will almost certainly be fiercely opposed by the unions.

Meanwhile, there are still some ministers who are concerned that making trade union funds vulnerable is tantamount to opening a Pandora's box of problems, and that such a change would create more difficulties than it would solve.

Opec to reunify oil prices

By Richard Johns in Geneva

THE Organisation of Petroleum Exporting Countries last night agreed to reunify oil prices on a basis of \$34 per barrel and to freeze prices until the end of 1982.

OPEC failed, however, to fix any clear guidelines for a system of value differentials in respect of the high quality crudes of the North African producers.

The pump price of UK petrol is expected to go up by 3p to 4p a gallon in the wake of the Opec price agreement, with similar increases for industrial oil products.

Sheikh Ahmed Zaki Yamani, Saudi Oil Minister, said after the meeting of oil ministers in Geneva that Saudi production would fall as a result of the agreement but did not give any immediate details.

A communiqué issued after the meeting had been reached made no mention of the upper price limit, but Sheikh Ali Khalifa al Sabah, the Kuwaiti Minister of Oil, and Dr Subroto, current president of Opec, said the maximum would be \$4 above the reference set by the basic Saudi crude, Arabian Light 34°.

It is thought the differentials will be reviewed when the organisation meets in Abu Dhabi in December.

There was great satisfaction among delegates last night that a common price system had been adopted, following 32 months of disarray since the revolution in Iran. Fine price compromise, it is understood, was held up by argument over the maximum that might be charged for the light, sulphur-free short-haul oil of Algeria, Libya and Nigeria, which have apparently been left some flexibility in deciding their prices.

Yesterday's decision was reached after two consecutive meetings had failed to reconcile differences. While a semblance of solidarity within Opec may now have been restored, the organisation gathering the world's main exporters has had to pay dearly in agreeing for the first time to reduce prices.

Essentially, the agreement involves Saudi Arabia raising its price from \$32 and the

Continued on Back Page

\$ in New York

	Oct. 28	Previous
Spot	\$1.6215-1.6235	\$1.6170-1.6190
1 month	0.10-0.05	0.10-0.05
3 months	0.10-0.05	0.10-0.05
12 months	0.90-1.10	0.90-1.10

CBI warns more capacity and job cuts on way

By JOHN ELLIOTT, INDUSTRIAL EDITOR

A WARNING that many companies are planning further cutbacks in capacity and employment, and are also extending their de-stocking was issued yesterday by the Confederation of British Industry when it published its quarterly trends survey of manufacturing industry.

The survey showed that there are no general signs of an upturn in demand or output, and that the recent increases in interest rates have knocked business confidence, which in July had shown slight signs of potential recovery.

But these gloomy findings—confirming that there are no general signs of recovery from the bottom of the recession—were tempered by optimistic forecasts on exports and productivity.

The fall in the value of sterling has helped exporters, especially on profit margins. But a large proportion still find their prices are uncompetitive.

There is also widespread evidence of substantial improvements in productivity which should help companies' profits

when they can increase their output.

Company liquidity has also improved during the past year, partly because of extensive de-stocking and partly because the civil servants' strike enabled companies to delay tax payments.

But the need now for these taxes to be paid, plus the problem of high interest rates, may offset many of the gains, according to CBI forecasts.

The CBI's economists expect employment levels in manufacturing companies to fall by about 100,000 in the next three months. This is considerably less than figures of over 200,000 recorded in the same period last year.

Mr James Clesminson, chairman of the CBI's economic situation committee, stressed yesterday that the slump in confidence had been caused by the rise of 4 percentage points in interest rates. Without that

Continued on Back Page

Industry optimism weakens, Page 8

ICI reports £86m third quarter pre-tax profit

By MARTIN DICKSON

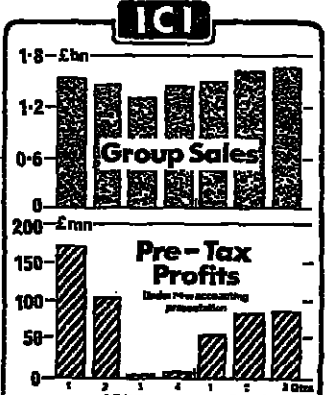
IMPERIAL Chemical Industries, Britain's biggest manufacturing company, yesterday reported third quarter pre-tax profit of £86m—up £3m on the second quarter and a substantial £83m improvement on the comparable period last year.

The results were at the upper end of the range expected by the stock market. ICI shares rose 10p to 374p before closing at 366p, up 3p on the day.

The figures took the group's pre-tax profit for the first nine months of the year to £221m on sales of £4.75bn, compared with £277m in the same period of last year on sales of £4.28bn. Third quarter sales of £1.65bn were £48m above those in the second quarter.

The company said the lower value of the pound was largely responsible for the maintenance of third quarter profits at a similar level to the second quarter. The seasonal factors which normally cause a deterioration in trading conditions between the two quarters had been less marked this year.

Group chemicals sales were down only 2 per cent in volume compared with the second quarter. The company managed to improve selling prices by 1 per



cent. Currency changes boosted the value of sales by 5 per cent.

ICI said that the UK market had been particularly slow to improve. Chemical sales volume for the first nine months of 1981 was 6 per cent below the corresponding period of last year.

Third quarter exports from the UK totalled £356m, a £16m fall from the same period of last year.

This was because of a reduction in exports from its North Sea oil interests.

Lex, Back Page Details, Page 20

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Tilling in agreed bid for Berec

By CHRISTINE MOIR

THOMAS TILLING unveiled an agreed last-minute bid package yesterday intended to rescue Berec, the battery company, from the unwelcome advances of Hanson Trust, whose offer is due to close tomorrow.

The Berec board has agreed to a one-for-one share offer from Tilling, which, despite a 12p fall in Tilling's share price yesterday, is still nearly 20 per cent higher than Hanson's best offer of 113p by way of convertible shares.

Tilling's bid values Berec at £89.45m, but there is no cash alternative, something for which the Berec board had fought hard. Hanson offers two alternatives: three of its own shares for every eight Berec worth 108.5p yesterday after a 18p rise to 27.6p in Hanson's shares; or a simple cash offer of 105p.

The extra sweetener from Tilling lies in the dividend. Last year Berec's shareholders re-

ceived a total 3.4p. If the bid goes through they will keep the 1.3p interim from Berec already announced and be entitled to Tilling's final dividend, which will be not less than 4p.

Mr Colin Stapleton, Berec's chairman, welcomed the bid from Tilling, not just on price, but on Tilling's management style, which includes "leaving existing management alone to get on with it."

By contrast, Hanson, a similarly widely diversified industrial holding company, has called Berec's board "inept" and planned sweeping management changes.

Mr Stapleton disclosed that Tilling had approached Berec two years ago with proposals for a takeover. Berec at the time wanted to remain independent.

Tilling said that it had planned for more than four years to break into a major new sec-

tor—it already has 12 very different divisions in various parts of the world—and had earmarked between £100m and £150m for a UK acquisition.

Sir Patrick Meaney, Tilling's chief executive, said he was confident Berec could make a full contribution to the group within a year, and that the initial dilution of Tilling's earnings would be only temporary.

He believed Berec's growth would be improved by Tilling's general management skills and by strategic acquisitions, using the Ever Ready brand name as a cornerstone.

Last night Mr Martin Taylor, a Hanson director, said Hanson would take its time over deciding "what, if anything" to do about the counter-bid.

Lex, Back Page Letter, Page 19 A cornerstone for expansion, Page 25

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EUROPEAN NEWS

Nobel Peace Prize gives welcome shot in the arm to refugee body

BY BRIJ KHINDARIA IN GENEVA

WINNING THE 1981 Nobel Peace Prize is a welcome shot in the arm for the United Nations High Commissioner for Refugees (UNHCR), whose prestige and fortunes are sagging in spite of its unique humanitarian role.

Although the UNHCR has been the first to take large risks to enter trouble spots in recent years and has probably saved millions of lives, it is currently under intense criticism both from member governments and some of its own senior staff.

This year the UNHCR has spent more than \$460m (£255m) on aiding refugees—a sum twice as large as that at the disposal of the World Health Organisation (WHO), which has much more complex and wider tasks.

The UNHCR's budget has grown spectacularly from \$126m (£70m) in 1978. It was less than \$16m when the organisation was created in 1951 to handle problems of refugees escaping Eastern Europe's Communist regimes.

Since then, the character of the refugee problem has changed dramatically, spreading around the world and forcing the UNHCR to open offices in 80 countries and raise its staff from 123 in 1955 to more than 1,500 this year.

The growth has prompted some soul searching within the organisation. At the same time, the U.S. and Britain think that a redefinition of UNHCR's role is long overdue.

In fact, the UNHCR's size has



Mr Poul Hartling, the United Nations High Commissioner for Refugees: caught in a cross-fire

burgeoned to keep pace with an explosion in the number of refugees from tens of thousands in the 1950s to more than 10m now, including 5m in Africa and 2.3m in Pakistan.

The organisation is under pressure from Western countries which pay 90 per cent of its bills, to rein itself in. But it is trying to do this with some trepidation because a new conflict might put another million people on the road to refugee camps.

The incursion by South

African troops into Angola from Namibia in late August highlights the unpredictability of the refugee problem. About 130,000 Angolans fled the south of the country, adding to the 430,000 already crowded into makeshift camps. Their only succour was provided by the UNHCR, helped by the United Nations Disaster Relief Organisation which was called in mainly because of confusion about whether, in United Nations jargon, the fleeing Angolans were refugees.

Technically, the UNHCR can help only those who cross national frontiers to seek protection against political or other kinds of persecution. But it is increasingly dragged into looking after people fleeing guerrilla wars and simply migrating from one area of a country to another. Almost half the refugees in Africa are such people.

To make matters worse, the UNHCR has found that poor nations giving shelter to refugees face economic ruin

because they cannot even support all of their own people. The refugees cannot be cared for without helping host governments create roads, sanitary facilities and provide drinking water. Such actions are far beyond UNHCR's funding mandate.

Refugees exert enormous strains on their hosts. India cited the presence of 11m refugees from East Pakistan as one of the reasons for going to war with Pakistan in 1971. The south-east Asian coastal states at one point preferred to force the Vietnamese boat people away. Famine-stricken local people in African countries took to raiding refugee camps to get a share in food and other supplies they felt they had a greater right to receive.

Even the U.S. was forced to clamp down on arrivals from Cuba and Haiti last year because of protests from its Hispanic minorities. Use of the U.S. experience was an insistence by Washington that the UNHCR should distinguish more effectively between genuine refugees and economic migrants, who use refugee status as an excuse to move across borders simply to win better lives.

Current arguments on trade and aid among rich and poor countries could benefit the UNHCR. Although the problems debated at such meetings as the Cancun summit are out-

side the organisation's scope, it could benefit because future aid will be increasingly focused on humanitarian lines rather than to solve major problems of economic development, according to senior Western diplomats. But the UNHCR will have to do more than just pull up its socks if it is to win the confidence of its members. The criticism voiced by 40 of its main member governments at a recent meeting of its policy-setting executive committee here last week revealed profound dissatisfaction with how the organisation spends its money.

Mr Poul Hartling, the High

Commissioner for Refugees, who is 67-year-old, was charged with condoning mismanagement and wastage of resources. Since refugees are created by political upheavals, Mr Hartling was also caught in a cross-fire between those who want more money from him and those who want him to be more parsimonious, particularly when people are uprooted because of interference by Soviet-backed regimes.

But Mr Hartling's fortunes seem to hinge more on what he can do. Ironically, the Soviet invasion of Afghanistan was a

boon for him because it brought home the UNHCR's relevance to the U.S.

To allay Western concerns, Mr Hartling has ordered a major overhaul of the UNHCR's administration methods and is hiring new senior staff at a cost of \$700,000.

Western nations were relieved to see at the executive committee meeting that the UNHCR's 1982 budget will fall to \$421m. The committee also appointed Mr Hartling's predecessor, the Sadrudin Aga Khan, to report on "the root causes of mass flows" of refugees to give clearer forecasts of refugee movements.

BOND DRAWINGS

INDUSTRIAL DEVELOPMENT BANK OF ISRAEL LTD.
7% Guaranteed Loan 1982

S. G. WARBURG & CO. LTD., announce that Bonds for the nominal value of U.S.\$1,350,000 have been drawn in the presence of a Notary Public for the redemption instalment due 28th November, 1981.

The serial numbers of the Bonds drawn are as follows—

27	38	48	60	71	82	94	95	108
127	138	149	160	171	182	194	195	206
238	249	260	271	282	294	306	307	318
369	380	391	402	413	424	436	437	448
479	490	501	512	523	534	546	547	558
571	582	594	605	616	627	639	640	651
662	673	684	695	706	717	729	730	741
752	763	774	785	796	807	819	820	831
842	853	864	875	886	897	909	910	921
932	943	954	965	976	987	999	1000	1011
1022	1033	1044	1055	1066	1077	1089	1090	1101
1112	1123	1134	1145	1156	1167	1179	1180	1191
1202	1213	1224	1235	1246	1257	1269	1270	1281
1292	1303	1314	1325	1336	1347	1359	1360	1371
1382	1393	1404	1415	1426	1437	1449	1450	1461
1472	1483	1494	1505	1516	1527	1539	1540	1551
1562	1573	1584	1595	1606	1617	1629	1630	1641
1652	1663	1674	1685	1696	1707	1719	1720	1731
1742	1753	1764	1775	1786	1797	1809	1810	1821
1832	1843	1854	1865	1876	1887	1899	1900	1911
1922	1933	1944	1955	1966	1977	1989	1990	2001
2012	2023	2034	2045	2056	2067	2079	2080	2091
2102	2113	2124	2135	2146	2157	2169	2170	2181
2192	2203	2214	2225	2236	2247	2259	2260	2271
2282	2293	2304	2315	2326	2337	2349	2350	2361
2372	2383	2394	2405	2416	2427	2439	2440	2451
2462	2473	2484	2495	2506	2517	2529	2530	2541
2552	2563	2574	2585	2596	2607	2619	2620	2631
2642	2653	2664	2675	2686	2697	2709	2710	2721
2732	2743	2754	2765	2776	2787	2799	2800	2811
2822	2833	2844	2855	2866	2877	2889	2890	2901
2912	2923	2934	2945	2956	2967	2979	2980	2991
3002	3013	3024	3035	3046	3057	3069	3070	3081
3092	3103	3114	3125	3136	3147	3159	3160	3171
3182	3193	3204	3215	3226	3237	3249	3250	3261
3272	3283	3294	3305	3316	3327	3339	3340	3351
3362	3373	3384	3395	3406	3417	3429	3430	3441
3452	3463	3474	3485	3496	3507	3519	3520	3531
3542	3553	3564	3575	3586	3597	3609	3610	3621
3632	3643	3654	3665	3676	3687	3699	3700	3711
3722	3733	3744	3755	3766	3777	3789	3790	3801
3812	3823	3834	3845	3856	3867	3879	3880	3891
3902	3913	3924	3935	3946	3957	3969	3970	3981
3992	4003	4014	4025	4036	4047	4059	4060	4071
4082	4093	4104	4115	4126	4137	4149	4150	4161
4172	4183	4194	4205	4216	4227	4239	4240	4251
4262	4273	4284	4295	4306	4317	4329	4330	4341
4352	4363	4374	4385	4396	4407	4419	4420	4431
4442	4453	4464	4475	4486	4497	4509	4510	4521
4532	4543	4554	4565	4576	4587	4599	4600	4611
4622	4633	4644	4655	4666	4677	4689	4690	4701
4712	4723	4734	4745	4756	4767	4779	4780	4791
4802	4813	4824	4835	4846	4857	4869	4870	4881
4892	4903	4914	4925	4936	4947	4959	4960	4971
4982	4993	5004	5015	5026	5037	5049	5050	5061
5072	5083	5094	5105	5116	5127	5139	5140	5151
5162	5173	5184	5195	5206	5217	5229	5230	5241
5252	5263	5274	5285	5296	5307	5319	5320	5331
5342	5353	5364	5375	5386	5397	5409	5410	5421
5432	5443	5454	5465	5476	5487	5499	5500	5511
5522	5533	5544	5555	5566	5577	5589	5590	5601
5612	5623	5634	5645	5656	5667	5679	5680	5691
5702	5713	5724	5735	5746	5757	5769	5770	5781
5792	5803	5814	5825	5836	5847	5859	5860	5871
5882	5893	5904	5915	5926	5937	5949	5950	5961
5972	5983	5994	6005	6016	6027	6039	6040	6051
6062	6073	6084	6095	6106	6117	6129	6130	6141
6152	6163	6174	6185	6196	6207	6219	6220	6231
6242	6253	6264	6275	6286	6297	6309	6310	6321
6332	6343	6354	6365	6376	6387	6399	6400	6411
6422	6433	6444	6455	6466	6477	6489	6490	6501
6512	6523	6534	6545	6556	6567	6579	6580	6591
6602	6613	6624	6635	6646	6657	6669	6670	6681
6692	6703	6714	6725	6736	6747	6759	6760	6771
6782	6793	6804	6815	6826	6837	6849	6850	6861
6872	6883	6894	6905	6916	6927	6939	6940	6951
6962	6973	6984	6995	7006	7017	7029	7030	7041
7052	7063	7074	7085	7096	7107	7119	7120	7131
7142	7153	7164	7175	7186	7197	7209	7210	7221
7232	7243	7254	7265	7276	7287	7299	7300	7311
7322	7333	7344	7355	7366	7377	7389	7390	7401
7412	7423	7434	7445	7456	7467	7479	7480	7491
7502	7513	7524	7535	7546	7557	7569	7570	7581
7592	7603	7614	7625	7636	7647	7659	7660	7671
7682	7693	7704	7715	7726	7737	7749	7750	7761
7772	7783	7794	7805	7816	7827	7839	7840	7851
7862	7873	7884	7895	7906	7917	7929	7930	7941
7952	7963	7974	7985	7996	8007	8019	8020	8031
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9122	9133	9144	9155	9166	9177	9189	9190	9201
9212	9223	9234	9245	9256	9267	9279	9280	9291
9302	9313	9324	9335	9346	9357	9369	9370	9381
9392	9403	9414	9425	9436	9447	9459	9460	9471
9482	9493	9504	9515	9526	9537	9549	9550	9561
9572	9583	9594	9605	9616	9627	9639	9640	9651
9662	9673	9684	9695	9706	9717	9729	9730	9741
9752	9763	9774	9785	9796	9807	9819	9820	9831
9842	9853	9864	9875	9886	9897	9909	9910	9921
9932	9943	9954	9965	9976	9987	9999	10000	10011

Moscow
firm over
arms race

By David Satter in Moscow

A GROUP of British Members of Parliament said yesterday that the Soviet Union was facing the worst food shortages in more than 20 years, but was ready to make further economic sacrifices in order not to be defeated in any new arms race.

Mr John Osborne, a Conservative member of the delegation, said Soviet officials with whom the group spoke—including Mr Vasily Kutstov, the Soviet First Vice President—made clear the country would go as far "as necessary in order to keep up with the United States."

In the Soviet economy, the military have the first claim on all resources and

Paribas loses control of Belgian group

BY GILES MERRITT IN BRUSSELS

PARIBAS HAS definitely lost control of its main Belgian subsidiary, the Cobeqa financial group, it was confirmed in Brussels and Paris last night.

The loss means that the Paribas-French banking and industrial holdings group facing nationalisation has now had almost a third of its net worth outside France wrested from its control in less than a week.

The news that Cobeqa, which accounts for an estimated 20 per cent of Paribas' worth abroad, is no longer controlled by the French group comes just six days after confirmation that it had been deprived of control of Paribas-Suisse, the Swiss affiliate that held 10 per cent of its overseas interests.

Paribas officials have conceded in Paris that the French group now holds less than 50 per cent of Cobeqa's equity. At the same time leading Belgian financial institutions revealed that the key share transactions in the deal that deprived Paribas of its 59.6 per cent stake in Cobeqa were conducted on October 23.

There is now growing speculation, however, that the turnaround in which Cobeqa itself the third largest financial holdings group in Belgium, has broken loose from French control is just the first step in a takeover strategy. It is being suggested that a public offer for Cobeqa shares may shortly be

made by the Geneva-based Paribas Holdings group, which was also the vehicle used to win control of Paribas-Suisse away from its French parent.

The position last night was that, while no precise breakdown of Cobeqa's equity distribution is available, it is clear that a group of Belgian financial interests holds an unassailable blocking minority. They are the Frere-Bourgeois group, which has major steel and engineering holdings, and the Germeau and Vaxellair families.

Paribas' loss of Cobeqa hinges on share transfers that Belgian experts maintain involved the ceding by Paribas-France to Paribas-Suisse of "more than 9 per cent" of Cobeqa's equity, followed by the transfer of 30 per cent of Paribas-Suisse stock to Cobeqa.

But to consolidate control of the Belgian holdings group it would be necessary to make a public offer to the smaller Belgian shareholders in Cobeqa.

The news that Cobeqa, which controls four of the smaller Belgian banks and 10 subsidiary holding companies in the fields of industry and property, is now around in which Cobeqa itself the third largest financial holdings group in Belgium, has broken loose from French control is just the first step in a takeover strategy. It is being suggested that a public offer for Cobeqa shares may shortly be

Eyskens warns on loans after talks with IMF

BY GILES MERRITT

BELGIUM'S caretaker Prime Minister, Mr Mark Eyskens, has warned that unless there is a sharp change in economic policies the country may no longer be able to raise foreign loans after the end of 1982.

Mr Eyskens' warning is understood to have been made with one eye to the coming general election on November 8. But it was prompted by private talks that the outgoing Premier has been holding with experts from the International Monetary Fund who have been in Brussels to study Belgium's worsening economic position.

The general election has been precipitated by serious disagreement last month inside the coalition Government over economic policy. The signs

are that the outgoing Prime Minister has seized the opportunity offered by the IMF visit to underline the austerity policies that his own CVP Flemish Social Christian Party has been urging.

Mr Eyskens is understood to have received an offer from the IMF team of a special technical assistance mission to help draw up an economic recovery programme for Belgium. But he turned down the offer because of his present caretaker position.

The Prime Minister's warning is being borne out here by speculation in banking circles on the difficulties Belgium has lately been facing in attempting to float a new "jumbo" loan on the Euromarkets.

Madrid MPs vote on Nato

BY ROBERT GRAHAM IN MADRID

A MAJORITY of the Spanish parliament was expected to endorse Spanish membership of the North Atlantic Treaty Organisation (Nato) late last night at the close of a three-day debate on whether to join the alliance.

During the debate, the ruling Union de Centro Democratico (UCD) which proposed Nato membership was pledged the support of the right-wing

Coalition Democratica and the two conservative nationalist parties, the Basques and Catalans. This is expected to give the government a majority of at least 35.

The government proposal to join Nato has been strongly challenged by the two main left-wing opposition parties—the Socialists and Communists, which insist on the need for a national referendum.

Polish party leaders pull back from strike ban threat

BY CHRISTOPHER BOBINSKI IN WARSAW

THE THREAT by Poland's Communist Party leaders to ban strikes has been withdrawn and today's parliamentary session will vote instead on a strongly worded appeal against work stoppages. The ban would have been hard to implement and would have brought the authorities into immediate conflict with the Solidarity union movement.

The party leadership was urged to make strikes illegal by a central committee meeting earlier in the month. But at a subsequent meeting General Wojciech Jaruzelski, the Prime

Minister and party leader, implied that the ban might be replaced by an appeal for the time being. The 200 central committee members left the matter for him to decide.

Observers at the committee meeting noted that a more pragmatic mood dominated, suggesting that the General, who is a moderate, has won the initiative against hard-line pressure to crack down on Solidarity.

The authorities now have until the Solidarity national committee meeting next Tuesday to find some kind of agree-

ment with the union on its central demand for a prominent role in determining national economic policy in co-operation with the Government.

Meanwhile, economically damaging strikes are continuing in Tarnobrzeg and Zyrardow. Only in Zielona Gora were there signs of agreement soon. Yesterday Solidarity offices in Skrzyszowa Kamienna, south-west of Warsaw, were severely damaged by unknown assailants, producing a new stoppage in the town.

The strike at the Sosnowice

mine in Silesia was also continuing. Test tubes of toxic gas were thrown at a group of miners two days ago and people were treated in hospital.

Gen Jaruzelski will present government changes for Parliament's approval today. Mr Stanislaw Mach, a Deputy Prime Minister, is to be replaced by Mr Edward Kowalczyk, leader of the small Democratic Party once a docile satellite grouping which is increasingly self-assertive.

The Democratic Party, which

has 37 seats, opposed the strike ban as did the six-man Pax Catholic group, led by Mr Richard Reiff.

Mr Zenon Komender, a Pax deputy is to be made Minister of Internal Trade, one of the least popular jobs in the Government at this time of widespread shortages. Other changes include the replacement of Mr Richard Karksi, the Foreign Trade Minister, by Mr Tadeusz Nestorowicz, the First Deputy Minister.

These and other changes, however, are a far cry from the coalition government which prominent intellectuals have called for in the past few weeks as a way of giving the authorities more credibility. Gen. Jaruzelski's suggestions for giving a more genuine role to the National Unity Front, an umbrella organisation which has processed candidates for Parliament in the past, are seen as insufficient, even by the Democratic and Peasant parties in Parliament itself.



M. Chirac... shaping for a fight

Opposition steps up its attack

By Our Paris Correspondent

THE FRENCH parliamentary opposition, which harassed the Government relentlessly over the nationalisation Bill, is embarking on an increasingly bitter campaign against two other important items on the Government's legislative programme.

Several hundred amendments to the 1982 budget have been tabled in the National Assembly, most of them aimed at revising the application of the wealth tax which was approved in principle on Wednesday night.

In the Senate, where the opposition has a majority, the 276 amendments put down to the decentralisation law were condemned by M Gaston Defferre, the Minister of the Interior, as a "counter project" which stood no chance of being accepted by the National Assembly.

The Bill began its potentially stormy passage through the Senate on Wednesday with M Defferre warning of the dangers of a political clash between the two houses.

Making his first major speech in the Assembly since the general election, M Jacques Chirac, head of the neo-Gaullist RPR party, declared that the opposition would "fight with all legal powers at its disposal" against encroachments on individual freedom. It is a sign of the increasing bitterness of the conflict that the RPR and the rival UDF party linked to former President Giscard d'Estaing, this week temporarily patched up their differences and agreed to work together.

The battle over decentralisation is but a prelude to the far more bitter struggle over nationalisation.

David Housego examines the outcome of the French Socialist Party congress

First taste of frustration for Mitterrand

THE Socialist Party Congress at Valence last weekend seems likely to go down as a landmark in the history of M Mitterrand's Presidency. His Government has had its first taste of the responsibility of power. It has also begun to feel the frustrations.

The frustrations accounted for the violence of many of the speeches at Valence and for the apparent leftwards shift of the party.

The Congress also showed an intolerance of criticism and a taste for purging its opponents from the upper ranks of the administration and the broadcasting networks that was out of character with its commitments to the ideals of free speech. An opposition deputy unkindly dubbed the Socialist militants as the "ayatollahs of Valence."

The immediate question is whether this radicalisation is an augury or a flash in the pan. The belief in Paris is that the Government wants to dampen it down but that it could intensify during the continuing battles over the Nationalisation Bill and the 1982 budget.

The government was certainly

responsible for generating some of the storm itself. It had been made to look foolish by the ease with which a foreign banking group wrenched Paribas Suisse from its grasp before the takeover of the Paribas industrial and banking empire had been completed. It had suffered the humiliation of seeing the nationalisation bill delayed in the National Assembly by an opposition that was capitalising on its failure to anticipate the bill's obvious pitfalls.

The remark of M Pierre Mauroy, the Prime Minister, that those "who think France unworthy of their money are unworthy of France" was that of an angry and impatient man playing to the gallery.

But there are good reasons for accepting that the government does want to keep its radicals in check. Since coming to power, President Mitterrand has advocated a policy of industrial and social peace in contrast to the confrontational policies of former President Giscard d'Estaing and Mrs Thatcher in Britain.

M Michel Rocard, the Minister of Planning, also put

cogently to the Congress the fears of some Socialist Ministers that the Socialist experiment in France is too fragile to be put at risk by a head-on clash between right and left. He argued for realism and compromise.

More important still is that since the devaluation of the franc President Mitterrand has effectively put the management of the economy in the hands of M Jacques Delors, the Finance Minister, who is respected by the business community and has good credentials with the unions. His brief is to increase the number of jobs while bringing down inflation.

M Delors' strategy depends on getting employers to invest and unions to hold down wage increases to enable a moderate expansion in output without the inflationary consequences of M Mitterrand's initial expansionary package. In the best of circumstances, his chances of success are dubious. They become remote if inflammatory rhetoric produces a further radicalisation of politics.

Temper show little sign of cooling, however. The opposi-

tion parties, having hounded the Government in the National Assembly over the nationalisation bill, are now beginning to fight the 1982 budget and the imposition of a wealth tax. The nationalisation measure has still to clear the hurdles of the Senate and the Constitutional Assembly.

The militants in the Socialist party see their job as to make the Government more radical. The Government has not made clear what it feels the party's role should be, although it is less ambitious than this. Under the Valence Congress resolution, the party is excluded from supervising the Government as closely as the Labour Party does in Britain. M Lionel Jospin, its first secretary, said the party's role was as "guardian of the party's programme, reminding the Government of it if necessary, but above all fighting for it."

One of the militants' arguments for pushing the Government into being more radical is that if the Socialists do not occupy this ground the Communists will instead. Beside the Communist Party,

which claims a membership of 700,000, the French Socialist party is small, with its 250,000 members. Membership has risen 40 per cent since the May election. New members are mostly in the 25-40 age band with an emphasis on teachers and administrators with whom the party has been traditionally associated. Party officials admit that the party has few industrial representatives and no solid union base.

In spite of the display of unity over the weekend, it is also a coalition party. Apart from differences of ideology that separate the Social Democrats from the quasi Marxists of the CERES group, there are the regional fiefdoms of M Defferre's Bouches-du-Rhone and M Mauroy's Nord department.

The Communists are counting on divisions within the Socialist camp to strengthen their own hand. M Mitterrand seems to be aiming to hold the party on a pragmatic course somewhat left of centre. But his task is made no easier by the drumming up of extreme political passions.



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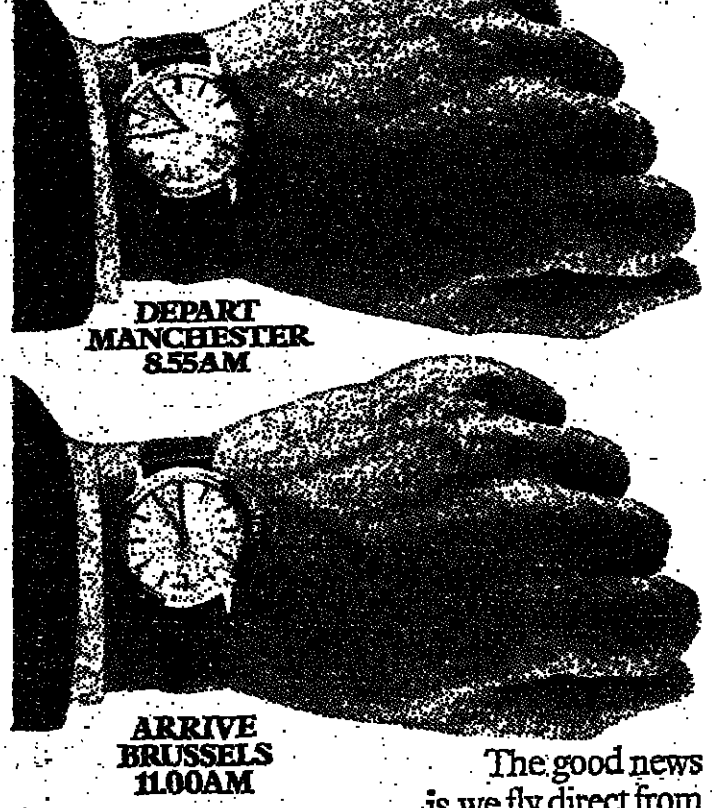


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AMERICAN NEWS

Index of economic indicators takes 'steep plunge'

BY DAVID BUCHAN IN WASHINGTON

THE INDEX of leading economic indicators, designed to gauge the future course of the U.S. economy, took "an especially steep plunge" of 2.7 per cent in September, the Government reported yesterday.

This was the biggest monthly drop in the index since April, 1980, and it confirmed the U.S. economy has entered its second recession in two years, as all top officials in the Reagan Administration now admit.

The largest factor in the September index's decline was a sharp rise, for the second successive month, in the rate of U.S. workers being laid off. But eight of the 10 components used in making up the September index showed a downturn. The Administration said yesterday it saw no light at the end of the economic tunnel until next year, with industrial production and real gross national product expected to continue their slide for the rest of this year.

With the consequences of recession for the federal budget deficit now manifest, Mr David Stockman, the Reagan budget director, has warned Congress that revenue could fall short of public spending in the current 1981-82 fiscal year by as much as \$100bn (\$54.9bn), if the legislators take no further action to prune spending.

His warning drew weighty support yesterday from Mr Paul Volcker, the Federal Reserve Board chairman, who told Congressmen they should now show more vigour than ever in cutting spending. If Government deficits and borrowing were not to swell out of control, a forecast of the deteriorating picture in federal finances came as the Administration announced that the 1980-81 fiscal year had ended on September 30 with a budget deficit

The U.S. trade deficit improved sharply in September, dropping to \$2.6bn (\$1.43bn) from \$5.6bn in August, the Commerce Department has reported. Exports rose by 3.2 per cent over the previous month and imports were down by 9.9 per cent.

The Department attributed the \$3bn improvement largely to a return to normal after an artificially high level of imports in August, when the dollar was at its highest. Importers, suspecting that the dollar was about to fall, accelerated their foreign purchases to take advantage of the high rate in August, it said.

The weakening of the U.S. economy also contributed to the slowdown in imports which fell by \$2bn to \$22.2bn, the Department said. Exports, in September, rose to \$19.6bn.

Economic recession depresses profits and incomes, and thus Federal tax revenues, while at the same time increasing unemployment, and thus Government payments to the jobless.

Mr Beryl Sprinkel, the Treasury under-secretary for Monetary Affairs, spelled out the implications for the markets of Washington's new budgetary squeeze, when he announced on Wednesday that the Government would have to borrow \$34.8bn in the final three months of 1981, and another \$29bn-\$32bn in the first quarter of 1982.

Moves to ease savings banks takeover, Page 27

U.S. nuclear re-armament plan runs into trouble

BY DAVID BUCHAN IN WASHINGTON

PRESIDENT Reagan's nuclear re-armament programme has run into trouble in Capitol Hill, with a House of Representatives subcommittee delaying funds for the Administration's proposed force of 100 land-based MX missiles and a Senate panel questioning the wisdom of reviving the B-1 bomber project.

The House Appropriations Sub-committee said it was reluctant to vote funds for "MX" until the Administration had decided exactly how and where to deploy the system. Mr Reagan has so far been vague on MX deployment, saying only that the first batch of some 36 MX missiles would probably be placed in existing silos (now housing antiquated Titan rockets) and that he would decide in 1984 how to base the rest.

Deployment of the MX has become highly controversial,

with many experts arguing that fixed silos cannot be sufficiently hardened to protect MXs against increasingly accurate Soviet weapons. It is likely, though, that the system will go ahead in some form.

The same cannot be said for the B-1 project. A growing number on Capitol Hill, including some of Mr Reagan's closest allies there, are beginning to doubt whether it is worth spending \$200m (\$10.9m) on building 100 B-1 bombers as an interim measure rather than wait for the B-1's planned successor, the radar-evading Stealth aircraft.

Senator Ted Stevens, head of the appropriations subcommittee told Mr Caspar Weinberger, the Defence Secretary, that Congress would probably not vote enough money to build both the B-1 and the Stealth aircraft and to keep the B52 fleet flying, all at the same time.

Mexicans 'discover' massive new oil deposits

By William Christett in Mexico City

MEXICO, the world's fourth largest oil power, is said to have discovered massive new oil deposits at its offshore Campeche zone.

Excelsior, the leading Mexican newspaper, yesterday reported on its front page that Pemex had discovered 34bn barrels of hydrocarbons in 15 new fields and that they would be officially incorporated into Mexico's reserves next year.

The report could not be confirmed at Pemex. Western diplomats, however, said that Pemex had recently made major discoveries and that they understood that the country's current proven reserves of 72bn barrels would be significantly increased next year.

The Campeche oil zone is acknowledged to be the world's largest offshore area. Its wells average 56,000 barrels a day. The area only came on stream in July 1979 and already it is producing about half of Mexico's total production of some 2.6m barrels a day. Sr. Jose Lopez Portillo, the Mexican President, announced in September that Mexico's onshore fields in the States of Tabasco and Chiapas and the offshore areas were part of the same structure.

If the new discoveries are confirmed by Pemex and the reserves are accordingly increased, Mexico could move into third place in the world oil league, overtaking Iran, which has 87bn barrels of oil.

LA Dodgers win World Series 4-2

The Los Angeles Dodgers evened out their star rookie Fernando Valenzuela became world baseball champions for the first time since 1955, when they defeated the New York Yankees in a 7-2 victory at the Yankee's own stadium to take the World Series by four games to two. Ian Hargreaves reports from New York.

Experts agreed that Bob Lemon, the Yankee manager, made a crucial error by replacing his lead pitcher in the fourth innings, with the score at 1-1. Lemon had been criticised earlier in the series by George Steinbrenner, the Yankees' tempestuous owner, for staying too long with his opening pitcher.

Trudeau warns of restrictive budget

Mr Pierre Trudeau, the Canadian Prime Minister, has warned Canadians to expect a restrictive budget on November 12. Speaking in Toronto on Wednesday he said the country must "come to its senses" and help the Federal Government fight inflation, at present around the 12 per cent level (Victor Mackie writes from Ottawa).

Mr Trudeau said he would continue reducing the Federal deficit and government spending. He described inflation as "our most insidious economic and social disease".

Awacs vote boosts Reagan's fading political magic

BY REGINALD DALE, U.S. EDITOR IN WASHINGTON

PRESIDENT Ronald Reagan's dramatic Senate victory which secured the Airborne Warning and Control Systems (AWACS) deal, has given him a much-needed boost at a time when his original "magic" appeared to be fading. With his second round of spending cuts and his new strategic defence programme facing a rough ride in Congress—amid growing doubts about his overall economic programme—the victory was a vivid reminder of his mastery in dealing with Capitol Hill.

Even Mr Tip O'Neill, the Democratic Speaker of the House of Representatives and an arch-opponent of Mr Reagan, confessed amazement at the "awesome" power of the President. He used precisely the same phrase after Mr Reagan's two spectacular Congressional victories in the summer, on tax and spending cuts, with which he laid the foundations of his economic programme.

To secure Wednesday's 52 to 48 Senate vote, Mr Reagan had to make a considerable political gamble. By committing so much of his personal prestige to getting the deal through, he risked an even more humiliating defeat if it failed. The fact that the gamble paid off confirmed that his political instinct was right.

Equally, however, the fact that final success had to depend on such a gamble by Mr Reagan confirmed the inadequacy of

the Administration's earlier preparations. To surge from behind at the last moment may have added drama to the vote but there are many in Washington who argue that the Administration should never have been behind in the first place.

The Administration, by default, allowed the opponents of the deal, backed by the immensely powerful Jewish lobby, to convert about half the Senate before the Reagan team even entered the field. The opponents' arguments went unchallenged while the Administration concentrated on pushing its economic programme through Congress. By the time attention focused fully on the AWACS vote last month, it was almost too late.

The House of Representatives, which voted three to one against the deal two weeks ago, was abandoned as a lost cause. Only in the past few days, when Mr Reagan personally took charge of the lobbying campaign, did the Senate vote begin to look winnable. What finally swayed the doubters had less to do with whether Saudi Arabia should have the Awacs than with political pressures in Washington. In many cases, senators yielded to Mr Reagan's personal appeals for loyalty. They accepted his assurances that it was in the vital interest of the U.S. to give the Saudis what they wanted.

Others were convinced by assurances that the deal was hedged with conditions and could still be cancelled over the next four years. There was little debate over how stable the Saudi regime is likely to be in the coming decade (the five Awacs are due for delivery in 1985), although anxiety was expressed about it by the deal's opponents.

The Administration warned that the Saudis would buy the British Nimrod if the Senate vetoed the deal. All the precious intelligence data the U.S. could gain through the Awacs would therefore be lost.

In some cases, straightforward political deals were struck, although the White House refuses to describe them as such. Senator Roger Jepsen of Iowa, one of the key Republicans who switched sides at the last moment, was enticed, among other things, by the offer of a role as the Administration's "point man" in fighting for a strategic alliance with Israel.

Senator Slade Gorton of Washington State was one of the key figures to defect from the opponents' ranks at the last minute. It so happened that he had been given a White House promise of support for \$26m (\$14m) to renovate a hospital in Seattle.

Public opinion has not been enthused by the debate. In one recent poll, 39 per cent said they



Mr Reagan holds the tally sheet for his Awacs victory.

did not feel qualified to express an opinion. Among the remainder, views reflected the Senate vote, with 54 per cent against.

The opponents were understandably crestfallen by the vote. Some Democrats, however, believe that Mr Reagan has hung a second albatross around his neck, the first being "supply side" economics. To forge such close links, and for so long ahead, with the Saudi royal family can only be an enormous gamble, they say.

In domestic political terms, Mr Reagan's victory is important, mainly because of the disastrous consequences for his credibility. In Congress, if he had lost, a "point man" would have to get the deal through, which would mean that the economic and defence policies have automatically improved over night. Euphoria in Washington can be ephemeral. But that does not detract from what was, in itself, a formidable display of power politics.

Editorial comment, Page 18

Begin calls decision a 'danger' to Israel

BY DAVID LENNON IN JERUSALEM

THE U.S. Senate decision to sell Awacs surveillance aircraft to Saudi Arabia poses a "new and serious danger" to Israel, Mr Menachem Begin, the Prime Minister, said yesterday. He warned: "We will do what we have to do in order to overcome this threat."

He did not specify how Israel would combat this "new danger," but there have been repeated hints by other officials

and military experts that, if necessary, Israel would not hesitate to shoot down the Saudis' spy planes.

Mr Ariel Sharon, the Defence Minister, said that the supply of Awacs and F-15s to Saudi Arabia is "a very serious decision." The danger, he said, lies in the tendency to give sophisticated weapons to the Arabs which will help them close the military gap "be-

tween them and us."

Speaking after a special Cabinet session to discuss the outcome of the Senate vote, Mr Begin expressed Israel's regret over the decision, since "Saudi Arabia is in a state of war with Israel, rejects the Camp David accords and finances terror in our region."

Israel waged a lengthy battle to try to block the U.S.-Saudi arms deal and especially the supply of the sophisticated surveillance aircraft which it believes will expose the country's military secrets.

Jerusalem was yesterday trying to assess the significance of the Senate defeat for the Israeli lobby in Washington. Mr Begin paid tribute to their efforts, saying the friends of Israel conducted the just struggle with courage and dignity.

Hopes fade for Arab League talks with EEC

By John Wylie in Brussels

THE European Community and Arab League member states have finally acknowledged that there is no prospect of a ministerial-level meeting between the two sides this year because of lack of advance agreement on the main political issues.

The decision is not likely to affect the visit to Saudi Arabia next week of Lord Carrington, the British Foreign Secretary. Following talks in London this week, the two sides may meet again at official level before the end of the year. In the meantime, it seems that the Arab League side will try to sort out a number of internal differences over economic projects to be jointly undertaken with the EEC and the contents of a joint political declaration.

During the London meeting, Community officials suggested that the first ministerial-level session of the dialogue should take place on December 14-15. But the proposal may have been made in the confidence that it would be rejected because of the lack of progress in determining a communiqué. The EEC is pressing for an endorsement of the principles of its Venice Declaration on the Middle-East as a means of broadening the impact of its peace initiative.

OVERSEAS NEWS

Israeli central bank chief accuses Finance Minister

BY DAVID LENNON IN JERUSALEM

THE GOVERNOR of the Bank of Israel, the central bank, yesterday accused the Finance Minister of trying to muzzle the bank and prevent it from publishing facts about the economy which the Minister claimed could reinforce the inflationary expectations of the public.

Mr Arnon Gafny, whose term as governor expires tomorrow, said that he would be abusing his position if he avoided publishing facts about the economy which had come to light.

Mr Yoram Aridor, the Finance Minister, has been at loggerheads with the central

bank governor since he was given the Treasury portfolio at the beginning of the year. A few weeks ago he informed Mr Gafny, a lifelong civil servant, that he would not be appointed for a second five-year term as governor. A new governor has yet to be named.

The Finance Minister whose cuts in purchase taxes and increases in subsidies before the election earlier this year were widely criticised in economic circles but welcomed by the public, has made it clear that he does not take kindly to public criticism.

According to Mr Gafny, the

Finance Minister believes that the central bank should confine itself to fulfilling its technical functions such as regulating bank credit rates of exchange and open market operations.

But Mr Gafny argues that by law the bank is required to report to the Knesset (Parliament) finance committee on economic developments.

Mr Gafny, who expects to pursue a career in international finance, told the Financial Times yesterday that the Finance Minister had explained to him that he wished the bank to remain silent about infla-

tionary pressures because Mr Aridor believes that inflation is basically the product of public expectations.

Clearly not impressed by this explanation, the Governor quoted one of Mr Aridor's mentors as having once told the bank's advisory council: "Expectations and psychology are very important, but in order to resolve the problems of the economy you also have to deal with economics."

Mr Gafny said that the workings of democracy forced the Governor to be involved in public debate over the country's

economic policy and to point out what needs to be improved and what can be done to get the economy on to the right track.

Summing up the five years during which he served with four Finance Ministers, Mr Gafny said that successive Governments have failed to cut public spending, which remains steady at one-third of the gross national product.

He had repeatedly told governments that a solution to the country's inflation, trade deficit and recession is only possible if State spending is cut. This advice had been ignored

and the country has had triple digit inflation.

The Governor noted that inflation has been reduced to an annual rate of 97 per cent in the last few months, but said that this was achieved by increasing subsidies and allowing the State deficit to grow. These factors would prevent further reduction in inflation and harm attempts to improve the balance of payments, he said.

Especially worrying this year have been the increase in government spending and the massive printing of money, Mr Gafny said.



Mr Aridor under attack

Namibia plans find favour in Windhoek

BY J. D. F. JONES IN JOHANNESBURG

THE CONSTITUTIONAL proposals for the future of Namibia, which have been drawn up by the Western "Contact Group" appeared to be winning a generally favourable response yesterday in Windhoek from the internal political parties.

The envoys of the five Western Governments, led by Mr Chester Crocker, U.S. Secretary for African Affairs, spent the day interviewing representatives of more than a dozen political groups.

The ruling party, the Democratic Turnhalle Alliance (DTA) had already issued a statement declaring that it could not fault the constitutional principles (which revolve around the concept of a "blocking third" in the Constituent Assembly) because they coincided largely with its own views.

But the DTA added a hint of

reservation, saying "What the people of South-West Africa would want to know is how the future Government will be compelled to give effect to these laudable principles."

The DTA has long warned that the planned election is won by the South West African People's Organisation (SWAPO), any constitutional guarantees or principles would be worthless. Meanwhile it has been officially confirmed that Mr Pik Botha, the South African Foreign Minister, will visit Windhoek next week to hold talks with the Administrator-General of the territory and with "interested parties."

Mr Botha had earlier drawn attention to one of the delicate areas of the negotiation—the fact that the United Nations has for years declared SWAPO the "sole authentic representative



Mr Pik Botha... visit

of the Namibian people"—by observing that the more SWAPO insisted on regarding itself in this way, the more it was making a fool of itself.

He said that SWAPO would have to join the negotiating process as the equal of the other parties or be left out completely.

The Contact Group envoys will continue their talks in Windhoek today.

Slower growth forecast for S. Africa in 1982

BY OUR JOHANNESBURG CORRESPONDENT

THE South African economy is facing a year of slower growth in 1982, according to the Bureau for Economic Research of Stellenbosch University, which published its annual economic forecast yesterday.

The downward phase of the business cycle will deepen and the growth rate will slow as "South Africans cannot escape from the adverse effects of a recession in the economies of our main trading partners and our own persistent high population growth."

After an 8 per cent real growth rate for Gross Domestic Product (GDP) in 1980, and an estimated 4 per cent in 1981, the bureau forecasts that real GDP will grow by 2.2 per cent in 1982. This means, in view of the population increase of more than 2 per cent, that "average standards of living will probably decline," it says.

On an assumption of an average gold price of \$460 an ounce in 1981 and 1982, the bureau

expects South Africa to run an overall deficit on the balance of payments current account of just over R4bn (£2.3bn) in 1981 and R2.6bn in 1982, though at a declining rate throughout that year. It forecasts that net reserves will fall by R2bn in 1981 and R300m in 1982. Exports, with a few exceptions such as coal, will remain "relatively weak."

The assumption of the future gold price is critical to the forecast: the Bureau points out that an average of \$400 an ounce would result in a current account deficit of almost R3.45bn, whereas a price of \$500 would reduce the deficit to R1.5bn.

The report warns that the Government's budget deficit will remain high, in spite of higher taxes, "forcing the exchequer to draw heavily on foreign and domestic capital markets, and to make use of bank credit to the tune of R300m."

Chad quiet as coup rumours are dispelled

By Mark Webster in Paris

THE CHAD capital, N'djamena was reported calm yesterday after 24 hours of confusion when it appeared that Libyan-backed troops loyal to Mr Ahmed Agui, the Foreign Minister, had tried to topple the Government of President Goukhoum Oueddei.

President Goukhoum dispelled rumours of an attempted coup when he met M Pierre Ricard, the French chargé d'affaires in Chad yesterday morning, the French Foreign Ministry announced. The Ministry also denied that an armoured Libyan column had entered N'djamena the previous day.

A spokesman for the French Ministry of Co-operation said the reports of an attempted coup were alarmist. But the capital is said to be tense, with President Goukhoum under increasing pressure from Tripoli to merge Chad with Libya.

Moussavi is approved as Iran's Prime Minister

BY TERRY POVEY

IRAN'S Parliament yesterday approved the appointment of Mr Hossein Moussavi as Prime Minister after two weeks of disagreements between it and the recently elected President, Sayyid Ali Khamenei.

Mr Moussavi, who previously held the post of Foreign Minister, is a 40-year-old architect and replaces Premier Ayatollah Mahdavi-Kani, who resigned on October 15 following differences between himself and President Khamenei.

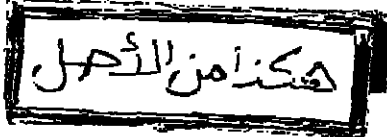
Divisions of opinion in Iran's fundamentalist and clerical-dominated Parliament have been highlighted by the President's three attempts to select a successor to Ayatollah Mahdavi-Kani. His first nominee was rejected in a public vote and the second, Mr Mohammed Gharasai, the Oil Minister, faced opposition during a

closed debate that Mr Khamenei was never publicly announced as a candidate.

Even Mr Moussavi faced considerable opposition with 87 of the assembly's members either abstaining or voting against his nomination. But his supporters won the proposal.

Mr Moussavi is a member of the Central Committee of the dominant Islamic Republican Party and editor of its daily newspaper. He is regarded as one of the leaders of the fundamentalist camp. His appointment as Foreign Minister had been blocked by ex-President Bani-Sadr for many months before his dismissal.

According to a report yesterday, the home of Government spokesman and Cabinet Minister, Mr Mehraz Mahdavi-Kani, was attacked by opposition guerrillas three days after the Minister's appointment. In the attack his hands were



U.S. backs Westinghouse on reactor for China

By ALAN CASS AND COLINA McDOUGALL IN CANTON

THE REAGAN Administration has swung its full weight behind the Westinghouse bid to sell the first nuclear reactor for electricity production to China. It is reliably understood to have told China that any problems which might arise from present stringent U.S. legislation on the export of nuclear technology are negotiable.

The two key problems areas—on-site inspection of nuclear plant and the disposal of nuclear waste—were discussed by a team from the U.S. Nuclear Regulatory Commission which visited Peking in late September for talks with Chinese officials.

China is at present reviewing a feasibility study by Hong Kong's China Light and Power Company and the Guangdong Electric Power Company for a nuclear station in Guangdong Province, based on two 900 MW pressurised water reactors (PWRs). The State Council,

China's Cabinet, has appointed a number of committee's to look into questions of safety and cost.

Under the Non-Proliferation Act passed by the Carter Administration in 1978 China would be required to accept "full-scope safeguards" that is, to open all its nuclear facilities to international inspection.

This inspection would—as in the case of the Westinghouse PWR in Yugoslavia—be carried out under the auspices of the Vienna-based International Atomic Energy Agency.

This would certainly be regarded by the Chinese as an infringement of their sovereignty. China is not even a member of IAEA.

U.S. officials suggest that, by the time the plant comes on-stream, it may be possible to implement nuclear safeguards by using long-distance remote control technology.

U.S. officials have apparently

told the Chinese that "we can U.S. officials are saying that the fact that China already possesses nuclear weapons should count strongly in the Administration's favour if and when it has to seek the approval of Congress.

But the U.S. will nevertheless require some form of bilateral agreement between the two nations that this powerplant is not used for military purposes. The Americans are hoping to persuade the Chinese that purchasing U.S. nuclear technology would reinforce their strategic links.

This latest initiative by the U.S. is in line with recent moves by the Reagan Administration to revive contracts for the sale of nuclear material to Brazil and South Africa, originally negotiated before the new U.S. nuclear export controls.

Britain's GEC and Northern Engineering Industries are among the contenders for the turbine contract.

Japanese 'may cut exports to EEC'

By Our World Trade Staff

JAPANESE industry may take measures voluntarily to restrain exports to the EEC, Mr. Yoshihiro Inayama, president of the Kaidanren, the influential federation of economic organisations, said in Tokyo yesterday.

The Kaidanren is also examining ways of further opening the Japanese market to foreign goods through the removal of non-tariff barriers like import inspections, Mr. Inayama said.

He was speaking following the return to Japan from EEC capitals of an officially-sponsored Kaidanren mission. During the mission's visit, it encountered sharp criticism of Japanese trading policies and increasing worries about the enlarging Japanese trade surplus with the EEC.

On Wednesday, Japan announced a record trade surplus for September with exports 14.9 per cent higher than a year before at \$13.02bn (£7.13bn) and imports 2.4 per cent higher at \$9.76bn.

Self-restraint by the Japanese Government and industry would be better than the imposition of controls by importing countries, Mr. Inayama commented.

But he added, if Japanese industries decided to restrain exports, the Government should case anti-monopoly and fair trade laws to enable action to be taken legally.

Mr. Inayama's response to EEC pressure came as the U.S. extended its own campaign against Japanese trading policy, through Mr. Malcolm Baldrige, the U.S. Secretary of Commerce, who is in Tokyo for two days of talks with the Japanese Government.

He is reported as calling for immediate Japanese measures to increase U.S. imports, and warning that, if the Japanese trade surplus is allowed to grow, it will lead to protectionism in the Congress and Reagan Administration.

But a senior official of the Economic Planning Agency in Tokyo said the Japanese Government is considering emergency imports of \$4bn-\$5bn to help reduce the current account surplus. The imports would come mainly from the U.S. and EEC.

Tokyo cuts raw material needs, Patricia Newby writes from Canberra

Australian coal deals delayed

AUSTRALIAN COKING COAL EXPORTS (Million Tonnes)				AUSTRALIAN THERMAL COAL EXPORTS (Million Tonnes)			
1980	1985*	1990*		1980	1985*	1990*	
Japan	27.1	30-35	33-38	Japan	4.5	18-22	28-34
Other Asian	4.1	7-10	11-14	Other Asian	1.1	11-14	18-27
Western Europe	3.8	8-14	10-17	Western Europe	3.2	8-17	17-25
Other	0.6	3-4	4-7	Other	0.7	3-5	5-6
Total	35.6	48-63	58-76	Total	9.5	40-58	68-92

* Projected Source: Australian Combined Colliery Proprietors Association.

JAPAN HAS said that it is unlikely to enter any new coking coal contracts with Australia before 1985 because of the world slump in steel making and Australia's poor industrial relations.

The outlook for new iron ore contracts from Australia is equally bleak because of the steel recession. These gloomy forecasts were made at the annual Australia-Japan Business Co-operation Committee in Sydney this week, attended by 350 representatives from both countries. They follow recent cuts in resources production in Australia.

However, the reductions in resources output do not mean an end to Australia's so-called resources boom, according to the country's Treasury. Investment both from home and abroad is still very strong and consumer demand healthy.

"What we are seeing is not a collapse across a broad front but a prudent rescheduling of projects in the face of weaker demand," said one official. There is no "fundamental weakness" in the economy or in the long term outlook for Australian

resources development, he added. Even on the lower projections, Australia will still double coal exports in the next five years.

Against this background, there has been some straight talking at the Australia-Japan meeting. During the Coal Committee's discussions, the Japanese steel mill representatives told Australian coal exporters that because of depressed world steel output, demand for coking coal to the mid-1980s had dropped. They intended in any case to diversify their sources of supply because of Australia's disruptive industrial relations.

Mr. Nobuyoshi Teraishi, executive vice-president of Nippon Steel, said shipping disputes at Australian ports had cost buyers nearly \$8m (£3.3m) in the six months to September and only about half the contracted tonnages were supplied.

The Japanese also complained of Australia's port congestion and failure to build sufficient coal loading facilities. Mr. Doug Anthony, Australia's Trade and Resources Minister, accepted that there were poor industrial relations, but denied that insufficient port facilities were hitting coal exports.

Japan is expecting to increase

steel production from this year's 10.2m tonnes to only 11.5m tonnes by 1985, so the outlook for new iron ore contracts for Australia is also lean. The Iron Committee of the joint talks meets today.

Japan expects its coking coal needs to rise from the present 68m tonnes a year to 78m tonnes in 1985. Australia's share would rise from the current 27m tonnes a year to 38m tonnes under existing contracts.

The outlook for steaming coal, used for power generation, is brighter, with Japanese demand for Australian imports expected to rise from the current 4.5m tonnes a year to 19m by 1985. Australia would thus be supplying about 80 per cent of Japan's steaming coal in 1985.

All of this emphasised that the two economies are locked into each other and that it is not in Japan's interests to do anything which will threaten Australian resources development.

Australia, which is Japan's major source of iron, bauxite, alumina and coal, will be a major supplier of liquid natural gas and uranium in the 1980s.

French may buy U.S. Hawkeyes

By TERRY DODSWORTH IN PARIS

THE FRENCH Government is considering the possibility of buying about four low-altitude Hawkeye radar detection aircraft from Grumman of the U.S. as a means of plugging a gap in its aerial defence system.

According to reports in Paris, confirmed by Grumman, the

Grumman proposition has recently been gaining ground against rival proposals for the acquisition of Boeing AWACS (Advance Warning and Control System) aerial surveillance aircraft.

At a cost of about FFr 8bn (£800m), a fleet of four Hawkeyes would cost much less than a similar number of AWACS.

and could supply a flexible service to France both in Europe and overseas.

In a related area, problems with the radar systems on the new Dassault 2000 combat aircraft have delayed its introduction in the French Air Force. It will go into service initially using existing systems.

Oil spending 'to top £1,400bn'

By MARTIN DICKSON, ENERGY CORRESPONDENT

CAPITAL AND exploration spending by the international oil industry is expected to grow by nearly 17 per cent a year in real terms during the 1980s, and total \$2,629bn (£1,452bn) for the decade, according to a new study by Chase Manhattan Bank.

This rate of growth is somewhat lower than between 1972 and 1980, when capital investment rose by 21 per cent a year on the back of large oil price increases.

The survey, which covers the non-Communist world, says that oil companies' internal cash

flow is likely to provide 73 per cent of the capital requirements.

But credit market lending is expected to rise at a rate of 17 per cent a year and total \$710bn (in 1980 money) for the decade as a whole.

Companies' expenditure on oil exploration and production—always the largest element of their capital spending—will rise from \$66.2bn in 1980 to \$360bn in 1990, with a cumulative total for the decade of \$2,029bn.

The study—one of three on

the world energy outlook published this week by Chase—assumes that increases in the real dollar price of crude oil from the Organisation of Petroleum Exporting Countries will average 2.5 per cent a year over the coming decade.

The second Chase report, on world coal consumption, argues that this will almost double to nearly 7bn tonnes by the turn of the century.

*World Energy Outlook/World Coal Outlook/Petroleum Industry Investment. \$175 Chase Manhattan Bank, 1, Chase Manhattan Plaza, New York NY

BRITAIN'S WEST GERMAN CONNECTION TO LATIN AMERICA

Kloeckner gives UK a line to Brazil

By HUGH O'SHAUGHNESSY, LATIN AMERICA CORRESPONDENT

"I SUPPOSE you could say it was one in the eye for British businessmen in Latin America," remarked a senior merchant banker as the £370m package of British exports to Brazil was announced earlier this week. He summed up the slight bewilderment in London that the wholly-owned British subsidiary of Kloeckner, the West German engineering giant, should have had a major part in fixing up so much of the package for British capital goods manufacturers.

The man who to some is the culprit and to others the hero of the giant deal is Mr. Hans-Joachim Pretzell, the intensely active managing director of Kloeckner Ina Industrial Plant. With a staff of 25 and an office in Berkeley Square, he helped British companies to get ship, mining and power station orders which take up more than half of the £370m package.

In addition, his company has obtained £275m worth of foreign orders for British companies, which are being delivered at the

moment.

Mr. Pretzell talked at the London hotel, into which he had temporarily moved to be near the Brazilian planning minister and his visiting team of the way in which the big Duisburg-based engineering group was finding orders for foreign companies through its subsidiaries in many western European capitals and Japan. He stresses: "My firm is a British company registered here. It's Britain I'm concerned with, not Duisburg."

Mr. Pretzell, who is 46, set up shop here in 1973 with a view to putting together Kloeckner's expertise in selling capital goods in many non-Commonwealth countries, and its connections with British engineering groups with the financial services of the Export Credits Guarantee Department.

The idea bore fruit a year later with a multi-million pound order for a pulp and paper mill in the Philippines. After this came orders from Indonesia, the Soviet Union and others.

Mr. Pretzell insists that he is

not particularly in the business of winning orders for his parent company is Duisburg. As an independent profit centre, he is more interested in putting together profitable packages combining British banking and engineering expertise with Kloeckner's local knowledge of export markets.

Kloeckner heard that Brazil was interested in a big export deal with Britain at the beginning of the year through its own Brazilian office. Mr. Pretzell passed the word to British Shipbuilders, Northern Engineering Industries and others which stood to benefit from such a deal, but which did not appear to have his company's Brazilian connections. He also contacted Lloyds Bank International, with which he had previously worked on the export of methanol plants to the Soviet Union.

In spite of Lloyds' long history of retail banking in Brazil through its subsidiary, the Bank of London and South America, it has worked only cooperatively recently in the Brazilian

capital goods market. With some judicious recruitment from the merchant banks, Lloyds has been building new expertise in Brazilian capital goods and therefore decided to co-operate with Kloeckner.

The deals matured throughout the year. Lloyd, according to Mr. John Biffen, the Trade Secretary, stitched together particularly ingenious financial packages.

Although Mr. Pretzell is too diplomatic to admit it, the signing of this week's deal ended in a flurry of quick—not to say hectic—decisions by Brazilian buyers and the exporting companies.

The Brazilians appear to have been satisfied, the British companies and the British Government are happy with fuller order books and Kloeckner is content with a goodly commission.

"Why the British were not able to do it on their own, I don't know," mused the London merchant bankers. "Some British business is sound asleep about Latin America."

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UK NEWS

Laws on 'bargain' offers come under urgent study

BY GARETH GRIFFITHS

THE Government will urgently consider changes in legislation dealing with bargain offer claims. The changes were proposed yesterday by the Office of Fair Trading, which wants the law made clearer and more flexible.

A report published by the OFT after nine months of investigation recommends a ban on offers which include comparison with recommended retail prices.

The Government has been concerned for some time about the ambiguities of the 1979 Order, which covers conditions Order, which covers conditional

under which retailers are allowed to advertise comparative prices. The order is little known and has been flouted by some companies in the furniture and carpet sector as well as newspapers.

Mrs Sally Oppenheim, the Consumer Affairs Minister told the House of Commons yesterday that the matter would be looked at urgently and that retailers and interested parties should send their comments to her department.

Mr Gordon Borrie, the OFT Director-General, said the best option for the Government

would be to bring legislation embodied in the Trade Descriptions Act and the 1979 Bargain Offers Order together with a general prohibition on misleading price comparisons. There could be a specific list of exceptions.

The OFT believes this could dispose of confusion. Mr Borrie said: "I believe it is desirable, to retain as much precision and certainty as possible, so that traders and the enforcement authorities are clear what is, or is not, allowable in law, and on the other hand to build in a degree of flexibility."

Decision on Concorde deferred by Ministers

By Michael Donne, Aerospace Correspondent

FURTHER financial and technical studies on continued operation of Concorde are to be carried out by Anglo-French officials, and will be reviewed by the Ministers in charge of the project at a meeting in the New Year.

This emerged from yesterday's meeting in London between Mr Norman Lamont, Minister of State, Department of Industry, and M. Charles Fiterman, French Transport Minister.

Although it was hoped originally that the meeting would reach definite conclusions on the future of Concorde, the Ministers felt that they needed more time, and no decisions were taken.

The Ministers instructed officials to continue their analyses. These include studies of direct operating costs; the possibility of British Airways and Air France eventually profiting on their routes across the Atlantic.

Ferry offer
P & O FERRIES said it was not treating seriously the offer of Manx Shipping, owned by two Norwegians, to take over the money-losing Liverpool-Belfast ferry service, due to close next month.

Captain Jan Johnsen, managing director of the Liverpool-based Manx, has telephoned P & O to express interest in buying the service, but mentioned no price.

Moves from Hambros
HAMBROS BANK confirmed yesterday that its two senior bond traders resigned on Monday. Mr Leonard Gayler, manager of Eurobond New Issues Syndication and Dealing; and Mr John Murrell, deputy manager and chief Eurobond dealer, departed from the bank this week.

Mr Hamish Leslie Melville, executive director of Hambros, said yesterday that Mr Gayler and Mr Murrell left because "they felt as though they wanted a change."

Wage costs increase for Britain's manufacturers 'slowing'

BY MAX WILKINSON, ECONOMICS CORRESPONDENT

THE INCREASE in wage costs in the UK's manufacturing industries is slowing substantially, according to the latest official statistics.

In July the index, which expresses the cost of wages and salaries in each unit of manufacturing output, stood at 205 which represented only a 6 per cent increase on the previous year.

In January, the wage and salary component of manufacturing output was increasing at a rate of nearly 20 per cent a year after going up at a rate of more than 22 per cent during 1980.

This easing of cost pressures on manufacturing industry appears to be more the result of recent low wage settlements

than great improvements in productivity.

Figures in the Department of Employment's Employment Gazette show a small but significant improvement in manufacturers' productivity since the last quarter of 1980, but this has only served to recoup some of the ground lost since 1979.

In the year up to the second quarter of 1981, manufacturing productivity increased by only 1.2 per cent.

For the economy as a whole, excluding the North Sea oil sector, productivity in the second quarter of 1981 showed a small improvement but it still had not regained the level it reached in 1979, presumably because many firms are still running factories at below a capacity, despite the shedding of

excess labour in the last two years.

For the economy as a whole the slowing-down of the rate of increase in labour costs as a proportion of output has been significant but less marked than in manufacturing industries.

The index of labour costs per unit of output for the second quarter of 1981 stood at 210, a 12.6 per cent increase on the index of a year previously. This is the lowest rise recorded since the fourth quarter of 1978.

It is, however, very much in line with the increase in wages in the year up to April 1981, recorded in the department's New Earnings survey. This showed men's earnings were up by 12.7 per cent and women's by 13.2 per cent in the year.

Investment abroad up to £775m

BY OUR ECONOMICS CORRESPONDENT

THE PACE of overseas investment by the major institutions, including pension funds and building societies, has been quickening. Meanwhile, investment in UK companies remains low and has fallen substantially since the end of last year.

Quarterly figures from the Central Statistical Office, published yesterday, show that investment in overseas equities in the second quarter of this year was more than one and a half times the amount invested in UK equities.

Overseas investment during the quarter was £775m, the

largest amount in any quarter since exchange controls were lifted. It compares with £421m in the second quarter of 1980.

Of this total, £688m was invested in overseas equities, almost twice as much as in the same quarter last year. By contrast, the institutions invested only £415m in UK equities.

This is surprising because in the second quarter of the year the UK equity market was in a buoyant mood and the Financial Times all-share index

reached a record at the end of April.

The figures also show a sharp fall during the second quarter in the inflow of funds to life assurance companies and pension funds—down from £2,970m in the first quarter to £2,870m.

In general, the net inflow to the institutions rose during the quarter to £6.3bn, compared with £5.1bn in the previous quarter and £5.1bn a year earlier.

Inflow to building societies rose sharply to £2.5bn, nearly twice the inflow in the previous quarter.

Bakst costume design fetches £15,500

SALEROOM

BY ANTONY THORNCROFT

A RECORD auction price for a costume design by Leon Bakst was paid at Sotheby's yesterday in a sale of ballet, theatre and music hall material. The design, dated 1911, for a pilgrim in the ballet *Le dieu bleu*, fetched £15,500. Another Bakst design for the decor of *Narcisse* went for £4,500.

In a Sotheby's jewels sale Spink paid £11,000 for a diamond brooch pendant of around

1830 while in the Japanese works of art auction at Belgrave, a late 19th century Miyao bronze group of warriors made £15,000.

At Christie's a walnut meuble en deux corps of Henry II style, catalogued as 16th century and later, sold for £7,000 in a furniture sale.

In New York on Wednesday a Japanese collector paid \$51,912 for Bords d'etang en Normandie by Corot. It was sold by Cincinnati Museum, Exercising the Pony by Munnings went for £46,448 and Dedham Vale, Suffolk by Frederick, William Watts for £23,415.

Energy consumption slightly down

BY MARTIN DICKSON, ENERGY CORRESPONDENT

FALLING UK coal consumption pushed Britain's stocks of the fuel up by 800,000 tonnes in September to 41.9m tonnes—the equivalent of four months' production by the National Coal Board, according to latest Government figures. Stocks are 6.8m tonnes higher than at the same time last year.

Energy Trends, the Department of Energy's monthly statistical bulletin, also shows that the UK used 4 per cent less energy in the three months

from June to August than in the same period of 1980, with oil consumption down 6.8 per cent and coal by 4.3 per cent. On a seasonally adjusted and temperature corrected basis, overall energy consumption was down 3.7 per cent.

North Sea oil production during these months totalled 21.9m tonnes, a rise of 11.7 per cent on the same period in 1980, while deliveries of oil products fell 3.7 per cent to 14.7m tonnes. The public electricity Boards supplied 3.2 per cent less power

than in June to August last year, and burnt 3.7 per cent less coal and 44.7 per cent less electricity.

The figures also show a reversal in August of a rising trend in energy consumption recorded during the previous few months on a seasonally adjusted basis. In August Britain was using energy at an annual rate of 315m tonnes of coal equivalent, compared to 325m tonnes in July and 316m tonnes in June.

New nuclear weapons strategy urged

BY BRIDGET BLOOM IN BRUSSELS

MAJOR CHANGES in the way Nato plans to deploy nuclear weapons in Europe have been proposed by Sir Philip Goodhart, a former junior defence minister.

The changes, which challenge both the current Nato and British defence policies, would involve putting to sea the controversial Cruise missiles, planned for deployment in Britain and four other European countries from 1983.

Sir Philip says the £5bn-£6bn Trident programme should be delayed for four years to help pay for the extra costs which

would be involved in putting Cruise missiles on British-built submarines.

His proposals come in a memorandum which he presented to Mrs Thatcher, the Prime Minister, and Mr John Nott, the Secretary for Defence, at the end of last month. He said he made the memorandum public yesterday to promote public debate on the issue of nuclear weapons in Europe.

The memorandum was submitted within days of Mrs Thatcher's September reshuffle, in which Sir Philip lost

his job as a junior defence minister.

Sir Philip argues that the 464 U.S. Tomahawk Cruise missiles which are to be deployed in Britain, the Netherlands, Germany, Belgium and Italy from December 1983 should all be sited on submarines. The missiles to be based in Northern Europe should be sited on British submarines, if possible under British control, while those due to be based in Italy could be put aboard American submarines, presumably in the Mediterranean.

Mr Wood is managing director of the Aberdeen John Wood group, which specialises in oil industry support. He said that universities were short of funds, and industry's record on research and development was abysmal. "Surely we could solve both of these problems by industry committing funds directly to our universities and technical colleges in exchange for a system whereby, say, 75 per cent of the

Call for more industry say on university research

BY MARK MEREDITH, SCOTTISH CORRESPONDENT

INDUSTRY should take over a large proportion of university and technical college research, Mr Ian Wood, a North Sea oil industrialist, suggested yesterday.

"Our problem in Scotland is not the lack of innovative ability, but our failure to achieve the practical development and application of that ability in the real industrial world," he said at the 12th international forum of the Scottish Council, Development

and Industry at Aviemore. Mr Wood is managing director of the Aberdeen John Wood group, which specialises in oil industry support.

He said that universities were short of funds, and industry's record on research and development was abysmal.

"Surely we could solve both of these problems by industry committing funds directly to our universities and technical colleges in exchange for a system whereby, say, 75 per cent of the

research and development work they carry out would come directly under industry control."

Calls for reform in both business attitudes and public attitudes to business dominated the opening session of the forum at Aviemore. The meeting has become an annual consultation for industry in Scotland, attended by more than 130 industrialists, trade unionists, and local government officials and academics.

Mr Wood said society still looks on industry as "a second-class citizen."

"If we are to effect Scotland's industrial renaissance our communities must be convinced from the view that business and industry are necessary evils to be tolerated by a society which really should dedicate itself to the academics, the professions, the military and public service."

The attitude in the UK about risk-taking, he said, leave it behind its more enterprising and adventurous rivals.

Mr Wood said that Scotland needs a top-class business school. "I can think of no better way of getting rid of the cheap metal-bashing image of the Scotland of old and dispelling the 'branch syndrome' policy which I believe is so dangerous to our long-term industrial stability."

British airlines welcome plans to boost revenues

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

THE major UK airlines, British Airways and British Caledonian Airways, are well satisfied with the International Air Transport Association annual meeting in Cannes this week.

Mr Adam Thomson, chairman of British Caledonian, said yesterday that over the three days of the meeting, the airlines had collectively agreed an "action package" that would have "a far-reaching effect on the future viability of international air transport."

IATA experts are working out a global scheme for fare rises that could amount to about 10 per cent early next year, adding some \$60n to airlines' revenues. Meanwhile, the

annual meeting took many decisions aimed at going some way towards correcting the world airlines' overall deficit now running at more than \$2bn (£1.1bn) a year.

Prominent among them was one concerned with ticket sales, intended to stamp out the increasing practice of selling tickets at cut rates. This practice currently costs the airlines several hundred million dollars a year in lost revenue.

Just how the airlines will put this resolution into practice remains to be seen, but at least they have demonstrated their determination to end a practice that has drained their finances for many years.

Equally significant were other less dramatic resolutions, which when implemented will also involve a saving of many hundreds million dollars a year.

These include plans to bring greater pressure on governments, especially in Western Europe, to reduce "user charges"—landing and en route navigation fees. Because of recent sharp rises, these have become a major burden on airlines.

Particular criticism has been levelled at the British Airports Authority for the way it has raised landing fees in recent years. Other airport authorities are following suit and the airlines fear that unless action is

taken soon to control this trend, it could become a major drain on revenues.

One area of particular concern is the increasing incidence of air traffic control disputes. Last summer, such disputes in the UK, U.S., Portugal, Canada and elsewhere have cost the airlines, world-wide, between \$400m (£222.2m) and \$500m (£277.7m).

The airlines want government action to outlaw such disputes. If this is not possible, they would like to see legal measures taken to restrict the effects. For example, they would like to ensure that aircraft belonging to states not involved in a dispute should be

able to over-fly strike-affected areas without hindrance.

The airlines also believe that legislation is necessary to prevent the air traffic control staff in one country from taking action in support of striking colleagues in another.

All these moves are welcomed by the UK airlines, who suffered particularly severely from such disputes last summer.

The task now facing all airlines—including BA and British Caledonian—is to ensure that these plans, agreed after much debate, are not lost by default but put into effect, not only in the UK, but elsewhere in the world.

Holiday companies increase capacity

By Arthur Sanders

BRITAIN'S major package tour operators are preparing for a rush to the sun next year, despite the recession and unemployment. Most have made huge additions to their capacity and have cut prices substantially in real terms.

Already, there are signs that some of this optimism is justified. Last year, which has increased its capacity by 17 per cent over 1980, sales levels, sold 34,000 holidays on one day this week—bookings worth \$5.6m for next summer. The operators almost universally are predicting little, if any, overall growth in the holiday market, but each is apparently ignoring these predictions.

Britain's biggest tour operators, Thomson, has increased its number of summer holidays on offer by 11 per cent to 835,000, and with winter sun and other tours, the overall total is more than 1.2m. Thomson's Greek programme alone is up by 24 per cent.

OSL, the villa company, is talking of a 16.5 per cent rise in capacity to 324,000 passengers. The Great Universal Stores subsidiary, Global, is planning a 30 per cent rise in capacity to 309,000. It is one of the few companies predicting a rise in the total market.

Managing director Mr Robin Cartermore said: "The economically tough winter ahead will turn minds towards sunshine and blue skies. One of the more remarkable increases in potential carryings comes from Laker. Between April and October of next year, Laker is hoping to sell 300,000 holidays. That would represent a rise of 52 per cent on 1981 levels and would mean a useful amount of extra work for the Laker wide-bodied jets.

British Caledonian subsidiary Blue Sky is increasing its capacity by 40,000 to 180,000. Yagouros is planning to carry 140,000, 25,000 more than this year.

Thomson's direct-sell subsidiary Portland Holidays is planning an 82 per cent increase on this year's 79,000 "despite forecasts that the inclusive holiday market will at best be static, and may even decline by about 5 per cent in 1982 from the 1981 level of 4.4m holidays."

Total Thomas Cook capacity is up by 22 per cent, and the company is adding 50 per cent to its total of villa and apartment holidays.

British Airways direct subsidiary, Airwin Holidays, is offering 160,000 holidays in its largest ever summer brochure. The scale of the increases in the number of holidays available could, of course, prove disastrous for the industry if there were a substantial fall in custom. The tour operators are pressing hard to get early bookings, so they quickly determine whether they have got their sums right.

If there is a large amount of unsold capacity early next year, operators may well start consolidating their programmes—cancelling tours which are not selling well and merging them with others.

As the companies fight for this early custom, so they have pared prices to the bone. Thomas Cook says its prices are five per cent higher than last year on average, with ten per cent of trips being cheaper.

Portland says its prices are up by 7.5 per cent on this year; Blue Sky says most prices in its programme show increases of only five per cent, and some are lower priced than this year; Itasun is claiming a 2.5 per cent increase on European holidays; and Cosmos a two per cent rise.

NEDBANK GROUP LIMITED

Profit and final dividend

For the year ended 30 Sept 1981

	1981	1980
Profit		
The net operating income after tax and after transfers to internal reserves attributable to shareholders of the Nedbank Group Limited for the year ended 30th September 1981 amounted to R76 384 000 which represents an increase of 13.4% on the year.		
Earnings per share for the year under review increased from 76.4 cents to 85.4 cents.		
Operating income after transfers to internal reserves	110 593 000	100 179 000
Less: Taxation	33 681 000	30 917 000
Taxed income	76 912 000	69 262 000
Less: Contained shareholders' interest in the profits of subsidiaries	528 000	1 907 000
Operating income for the year attributable to shareholders of the Nedbank Group	76 384 000	67 355 000
Less: Dividends to shareholders	37 995 000	33 623 000
Retained income brought forward	38 389 000	33 732 000
Surplus on the sale of long-term investments	4 013 000	1 640 000
Transfer from Internal Reserves	21 878 000	7 366 000
Less: Transfer to Disclosed Reserves	29 280 000	42 738 000
Retained income	33 045 000	38 725 000
Less: Transfer to Disclosed Reserves	6 235 000	4 013 000
Fully paid shares in issue	88 340 662	88 203 573
Earnings per share	85.4 cents	76.4 cents
Dividends—paid and proposed—per share	43.0 cents	38.0 cents

The Directors have over many years followed a most conservative policy in regard to internal reserves. On a re-assessment of the Group's internal reserves it has been decided to transfer R25 000 000 to disclosed reserves still leaving more than ample internal reserves for all the banking companies.

Review
The past financial year saw drastic movements in the South African economy and interest rate patterns. The first few months fell under the momentum of the previous economic cycle. The economy then slowed down during the remainder of the year. Interest rates reached their highest peak for many years. Inflation continued to be a major factor throughout the year, adding to the burden of operating costs.

Competition amongst banks remained intense and with periodic scarcity of liquidity in the market, interest margins were further eroded. By moving with market trends and because of its diversity the Group could increase its operating profits by 13.4% compared to the record profits attained during the previous year.

A final dividend of 30.5 cents is declared which with the interim dividend of 12.5 cents (13.27% above R37 995 000 of the operating profits. The retained income for the year of R38 389 000 plus the surplus on disposal of long term investments of R21 878 000 plus the aforementioned transfer from internal reserves of R25 000 000 has been added to the Group's capital base. The total surplus capital position as per the 30th September, 1981 amounts to R130 million.

The Directors say with confidence that with the substantial capital surplus the Group is placed in a very strong position for future development.

Final Dividend
Shareholders are advised that a final dividend has been declared of 30.5 cents which, together with the interim dividend of 12.5 cents per share makes a total dividend for the year ended 30th September 1981 of 43 cents per share.

The final dividend will be payable to shareholders registered in the books of the company at close of business on 6 November 1981.

The Annual General Meeting of Shareholders will be held on or about 3 December 1981.

Non-residents shareholders' tax will be deducted from dividends payable to non-resident shareholders.

The Transfer registers will close from 7 November 1981 to 14 November 1981.

Shareholders who changed their address should notify the transfer secretaries immediately.

Spectacular opening planned for Barbican Arts Centre in March

Antony Thorncroft reports on London's latest cultural venue

THE BARBICAN Arts and Conference Centre in the City of London will open with a gala evening on March 3 1982—five years behind schedule, and with a final cost of £143m as against the initial forecast of £119m.

Both resident companies—the London Symphony Orchestra and the Royal Shakespeare Company—will give performances in the concert hall and the main theatre. Two art exhibitions will be on view. The evening will end with a fireworks display.

The arts centre will cost City ratepayers, who have financed the entire operation, a further £7m over the next five years. But by then the revenue from conferences and meetings should be subsidising the artistic ventures, and the centre should be breaking even.

Next year it will cost £6m to operate. Income from conferences and box office is expected to reach £2m.

As well as the main theatre and concert hall (which also will be used for conferences), the Barbican Centre contains a small theatre, the Guildhall School of Music and Drama, the City's major library, three cinemas, an art gallery and sculpture court, two exhibition halls, rooms for private functions, and two restaurants.

The London Symphony Orchestra will give 107 concerts between March and December. To attract audi-

ences to the 2,000-seat hall, the programme has been built around subscription seasons which give regular concertgoers a 33 per cent discount on 12 performances, with many variations.

The LSO will play approximately the same programme four times a week. This will enable it to rehearse more. At the start of the week the concerts will begin at 6.30 pm in an attempt to attract the City's 350,000 daily commuters.

Among the artists who will appear at the Barbican next year are Dame Janet Baker, André Previn, Vladimir Ashkenazy, Elisabeth Soderstrom, John Williams and Isaac Stern.

The first public performances by The Royal Shakespeare Company will be in June with new productions of *Henry IV Part 1* and 2, directed by Trevor Nunn and (perhaps) with music by Andrew Lloyd-Webber.

The RSC will be leaving its main London base at the Aldwych Theatre but hopes that any Barbican successes demanding a West End transfer will find a home there. For its smaller productions it will be using the Pit, a 200-seat studio theatre in the Bar-

can, at the expense of the Warehouse.

The arts galleries will open with an exhibition of post-war French art from the Pompidou Centre in Paris, and a display of contemporary Canadian Tapestries. The main cinema, with 280 seats, will have a mixed programme.

The conference centre has been open since October. For 1982 it has bookings for gatherings which will generate an additional 88,000 bed nights in London, worth at least £3m in tourist revenue.

Although the basic problems of apparent remoteness and unattractive approach remain, the inside of the Barbican arts centre is a contrast in comfort.

Max Leppert writes: First impressions of the concert hall are encouraging. We were invited to eavesdrop on an LSO rehearsal under Claudio Abbado. While Rudolf Serkin pursued his characteristically magnificent path through the Mozart D minor piano concerto, K466, we could absorb both the inviting ambience and the acoustics at once sharp-profiled and warm.

The auditorium takes the form of a three-tiered amphitheatre enclosed and textured in wood, always a good material



The concert hall in which the LSO rehearsed yesterday

for music. From the second tier there was a distinct feeling of intimacy to add to clear sightlines, comfortable seating (and leg room), and well-directed focus on music and musicians.

The Barbican has found its own answer to the "acoustical

weak." (No doubt the faint but audible electronic buzz in the background will be attended to in good time.)

A concert hall that is at once simple and intimate, resonant and clear in sound, represents a notable gain for London.

Law Commission proposes wide-ranging law on breach of confidence

BY A. H. HERMANN, LEGAL CORRESPONDENT

A WIDE-RANGING law on breach of confidence was proposed yesterday by the Law Commission. If the proposals are accepted by the Government they will go far towards bringing order to an area of civil law conspicuous for its uncertainty and inadequacy.

These shortcomings of present law have become apparent in cases such as *British Steel v Granada Television* and *Jonathan Cape and the publication of Cabinet secrets in the Crossman Diaries*.

Less obvious is the way that judge-made law has lagged behind the communications technology. The common law of breach of confidence applies

only to information which has been entrusted by one person to another and then revealed in breach of that trust.

The commission recommends that common law should be replaced by a statute which would also provide protection for confidential information against theft, deception, bugging, telephone tapping, and manipulating electronic data banks.

The central problem that the commission had to tackle was the balance between the need to protect confidentiality in appropriate cases and the need to prevent restriction on the circulation of information essential to a free society on the

other.

The commission does not appear to have attempted to achieve an absolute equality between these two conflicting interests and tilts the balance in favour of the social interest.

When a person accused of breach of confidence pleads that he acted in the public interest, it will be up to the plaintiff to prove that the public interest in preserving confidence is in that particular case greater than the public interest in its disclosure.

To assist the courts in deciding between such contradictory claims, the commission has proposed guidelines. The effect of the recommendations will be to

widen the circumstances under which publication in breach of confidence is justified. Now it is only permitted if the information related to fraud, crime or other misconduct.

The proposed legislation would make it clear that there is no liability to treat as confidential information which is, in fact, public. Thus, information read in open court will be regarded as public and freed from any pre-existing obligation of confidence. This does not, of course, exclude the possibility that the judge will impose reporting restrictions.

Similarly, confidential information disclosed in breach of confidence and then published

by a newspaper becomes public and, although the person who broke the confidence and the newspaper—if it knew about it—will be liable, other newspapers will be able to reprint it.

Perhaps the most radical proposal would impose an obligation of confidence where information is obtained by certain means even if their employment did not amount to a criminal offence or to a civil wrong. So, in addition to violence and deception, these would include electronic bugs and similar devices and interference with a computer or data retrieval machine. Not only those who break a confidence in this way but also any third party who

knows that the information was wrongly obtained and uses it, would become liable.

The new rules would apply to government and public bodies in respect of any information supplied to them. Although the legislation would not provide protection against electronic bugging and telephone tapping, it would provide the person from whom information is obtained in this way with a civil remedy against the use and disclosure of such information.

It is proposed that members of the police or security services should be treated no differently from anybody else in respect of information obtained by unlawful means; for ex-

ample, stolen or obtained by violence.

When, however, the means employed are not unlawful, the commission's proposal is that police and security authorities should be in the same position as members of the public only when they did not act in their official function for the purpose of protecting the security of the state or of crime prevention or investigation. Even then, the information should be available only for those purposes or for related legal proceedings.

The new legislation is intended to make available to courts a more flexible range of remedies when dealing with un-

authorised disclosure of industrial secrets. Where a manufacturer has made use of information unaware that it was confidential—and spent money on its utilisation—for example, by equipping a factory for a process, the court could make an "adjustment order" allowing the manufacturer to use the process in return for a royalty or lump sum payment.

In the case of unauthorised disclosure of private information, the commission also proposes that courts should be able to award damages for mental distress.

Breach Of Confidence, Law Com. No. 110, SO Cmd. 8388, £3.35.

Trust will help small companies

By Robin Pauley

AN ENTERPRISE trust, co-ordinating public and private sector activities to help new and small businesses, will be established in Swindon, Wiltshire.

The Swindon Enterprise Trust is being set up following discussions and co-operation between Thamesdown District Council and companies including Burmah Oil, Hambro Life, Lloyds Bank, Swindon Chamber of Commerce, Swindon College, Swindon Trades Union Council and the Wiltshire branch of the Confederation of British Industry.

The trust will be non-profit making. It will aim to put businessmen needing advice in touch with those who can provide experience and expertise in locally-based industry and commerce.

Thamesdown Council is contributing £60,000 to the first three years' costs estimated at £110,000. Local companies attending an inaugural meeting of 17 interested bodies pledged a further £14,000 together with goods and services to help the running of the trust.

Initially, the trust's only full-time employee will be a general manager.

The organisers of the trust said yesterday that about 80 per cent of new businesses fail within four years. Finance was rarely the problem. Expert advice at crucial times was more often required.

Plessey offers range of desk-top terminals in its electronic office

BY ALAN CANE

PLESSEY, a major UK supplier of telecommunications equipment, yesterday took its long-awaited step into the "electronic office" market.

From next year it will offer a range of desk-top terminals which can be connected like a telephone to its most advanced electronic branch exchange.

Office workers will be able to use these terminals, comprising a television-style screen and a keyboard, for word processing, sending messages electronically and keeping their diaries up to date.

The electronic branch exchange around which Plessey has created its office system is based on technology from the small U.S. telecommunications manufacturer Rolm. Plessey has sold, or has on order, 300 of these exchanges and is selling

10-12 a month.

Mr Desmond Pletcher, managing director of Plessey Telecommunications, pointed out that modern offices are equipped with modern internal telephone systems. In the next replacement cycle, they would be based on digital (computer) technology.

It made economic and business sense to use the familiar communications network in the office, it already handled voice, data, text and image could be added by modifying the system.

Plessey, which sold its share in ICL two years ago partly to finance expansion in the electronic office, is coming late to a market already dominated by U.S. giants such as Xerox, Exxon, IBM and Wang, each offering a proprietary view of the form office automation

should take.

Mr Pletcher said: "There are no market leaders. Nobody is yet offering the market a total system capability. When leaders do emerge, Plessey will be among them."

Industry experts this week agreed that the office market was highly volatile.

The Plessey digital exchanges are capable of handling up to 2000 telephone lines. The cost of a large system could be £250,000. When the company is free, through British Telecom demonopolisation, to sell exchanges of less than 120 lines, a 40-line system could sell for £100,000.

The new system was developed over five years at a cost of £10m.

Details, Technology, Page 14

CBI publishes guide to the media

BY LISA WOOD

A GUIDE to help businessmen deal with the media was published yesterday by the Confederation of British Industry in association with Abbey Life Assurance.

The book, called *The Headline Business*, is a guide to the printed word and television. Mr Bryan Rigby, deputy director general of the CBI, said it set out to bridge the gulf which exists between businessmen and the media.

The book's authors, including journalists, examine approaches and attitudes to news and explain how misunderstandings can arise and how they can be avoided.

The book affords an AEC to dealing with the Press—for example defining the difference between an off-the-record comment and a non-attributable one. It also illustrates how a company can promote its image in the media.

It is the second publication from the CBI in the last week in which it urges businessmen to promote their interests more vigorously.

The other booklet, *Getting the Business View Across in the European Community*, urges UK businessmen to be more forceful in lobbying EEC decision-makers.

The Headline Business, available from CBI, £2.50.

Computers trial for PAYE work

By Tim Dickson

A COMPUTERISED system for the Pay As You Earn work of local tax offices will be introduced in a small number of tax districts at the end of 1984.

"After evaluation of this live operation a decision will be taken whether to proceed with the introduction on a rolling basis into all 600 local offices," Sir Lawrence Airey, chairman of the Board of Inland Revenue, told the London Society of Chartered Accountants.

He said that if all goes well the changeover period should be completed by late 1987. But he stressed: "We shall not lose the personal relationship that is often built up between a PAYE allocation officer and his or her counterpart in a firm's payroll department."

Sir Lawrence said the Inland Revenue Department has already achieved a saving of 1,250 staff and is considering proposals for saving another 2,000 staff.

As part of this year's programme the department is reviewing administrative procedures relating to Schedule D and repayments, and is also looking at the scope for simplifying forms.

Sir Lawrence said there are some functions which could disappear without adding to clients' burdens.

Recession 'a tonic' says industry expert

BY MAX WILKINSON, ECONOMICS CORRESPONDENT

THE RECESSION could be a vital tonic for British industry, says Professor Richard Stapleton, head of Business Finance at Manchester Business School, in an article published yesterday.

In the latest issue of the *Journal of Economic Affairs*, he says: "In our day both products and technology are changing rapidly. In such a period the destruction of unadaptable industry in a deep recession can be a major benefit, if not an essential prerequisite for change."

Professor Stapleton contends that few UK companies are ruthless in pursuing higher profits through the use of new machinery and techniques when this would involve dislocation or scrapping of their existing factories.

The general resistance of UK industry to change is, he says, partly because there are relatively few small companies in the country. They make up only 29 per cent of manufacturing employment compared with 66 per cent in Japan, 33 per cent in the U.S. and 51 per cent in France.

"Large organisations are able to shield resources from inconvenient pressures of the market place and are shaken into action only when things become very bad indeed," he says.

The inertia of larger firms has been encouraged by government policies since the war, says Prof Stapleton. Company laws which protect employees'

redundancy payments, have made it more difficult for inefficient plants to be closed. Pension policies, regional policies and the taxation of house purchases, have also made it harder for workers to move around to find new jobs. On top of this, immobility of labour within companies has been increased by restrictive practices, he says.

Professor Stapleton argues: "These powerful factors, which hinder the efficient reallocation of resources in a period of accelerating technological change lead to the rather startling conclusion that no industry might be better than old industry."

"In other words, short-term unemployment is less wasteful than long-term misemployment and underemployment of labour. When industry is rebuilt after the recession of the 1980s, it will be producing different products in radically more efficient ways."

For this reason, he believes that the recent calls for reflation of the economy are misguided, not merely because price inflation would increase, but because the pressure for radical and beneficial change would be lifted from industry.

The Government should therefore carry on with its present tight monetary and fiscal policies.

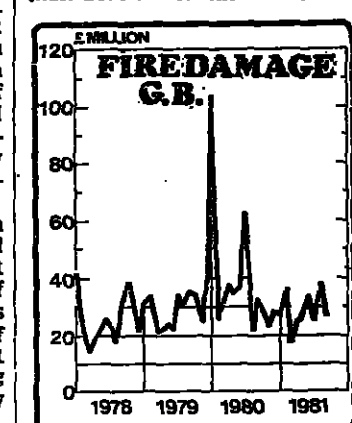
Journal of Economic Affairs Vol 2 No 1 from Institute of Economic Affairs 2 Lord North Street, London SW1.

Cost of fires down £12m on August

By Eric Short

THE COST of fire damage in Britain last month fell by nearly £12m to £26.2m the British Insurance Association announced yesterday. The statement follows the high figures for August.

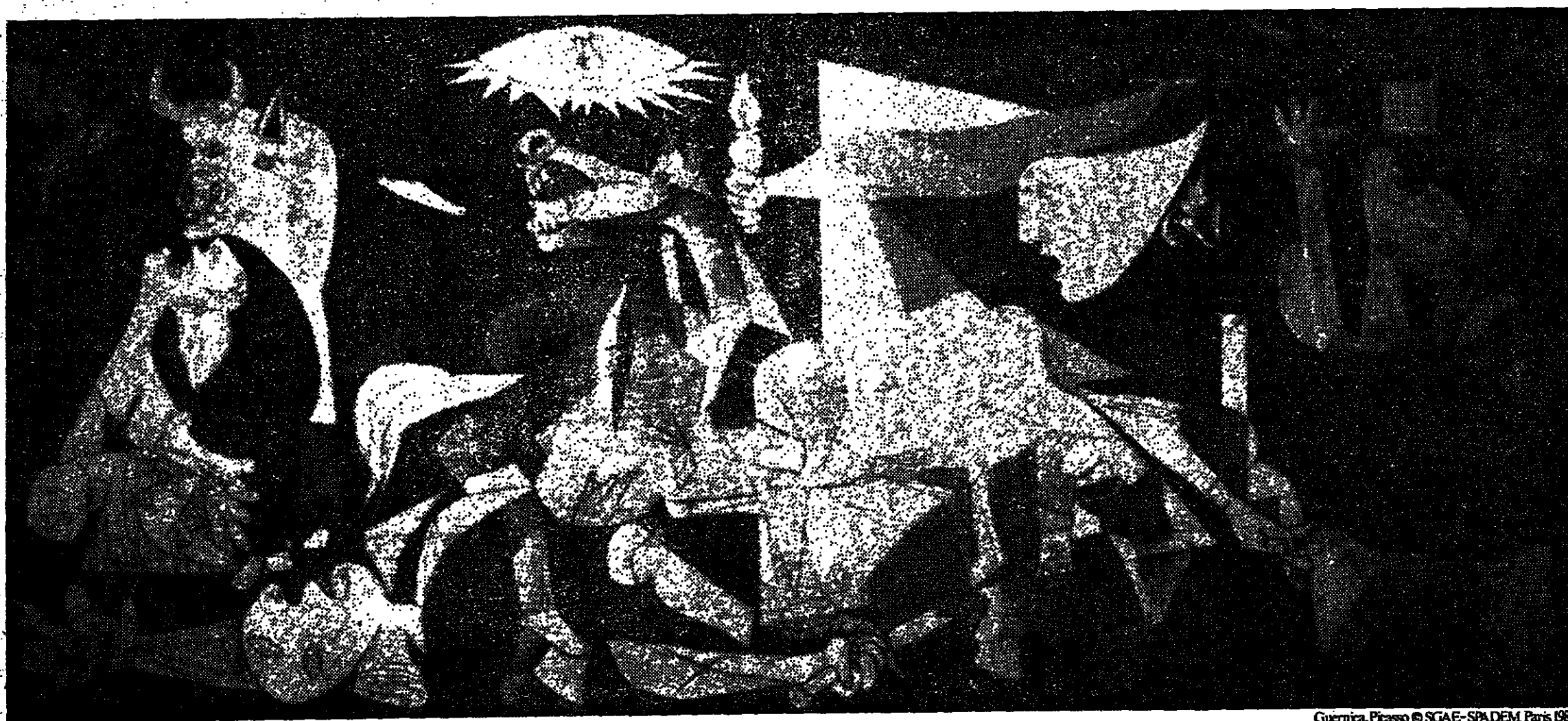
September's cost were more than £8m lower than those for



the corresponding month last year.

Total fire damage in the first nine months of 1981 came to £257.5m—one-third lower than for the first nine months of 1980 which amounted to £387.3m. Total damage last year amounted to a record £489.3m.

The largest fire, last month, resulting in damage costing £1.75m, occurred at a shopping and gymnasium complex at Bentley near Doncaster.



Guernica, Picasso © SGAE-SPADEN Paris 1981

Now you can see it in Spain.

It is there in Madrid, on permanent exhibition in the "Casón del Buen Retiro", which is part of the Prado Museum. After many years in New York, Picasso's "Guernica" is home again.

It flew in a Jumbo belonging to Iberia, the International Airline of Spain.

Iberia will fly you to Spain to see the Guernica, and to enjoy the Picasso retrospective exhibition in Madrid from November 5

to December 27, or in Barcelona from January 11 to February 28, 1982.

There are so many reasons to visit Spain—the hospitality, the climate, the food, hotels and beaches.

You can enjoy them all throughout the year. And Iberia's special rates make it easier and more economical.

Spain and the Guernica are within your reach. Let Iberia take you there to see them.

IBERIA
INTERNATIONAL AIRLINES OF SPAIN

The Spanish challenge.

Jenkin attacked over BL impasse

BY IVOR OWEN

FEARS among Labour MPs that the BL pay dispute could end in a major industrial catastrophe for Britain heightened last night with the failure of the attempts by the Government to arbitrate and conciliate service to find a formula to avert the strike due to start tonight at midnight on Sunday.

Demands for an emergency debate, led by Mr. Stan Orme, the shadow Industry Minister, were rejected by the Speaker, Mr. George Thomas, and there was no response from the Government for calls for an immediate statement.

Some Labour back benchers accused Mr. Patrick Jenkin, the Industry Secretary — who sat silent on the Government front bench during the exchange of treating the House, with contempt.

The fact that parliament prorogues today with the ending

of the current session and that there will then be no opportunity for the issue to be discussed in the Commons before Wednesday, when the new session opens, added to the anger and frustration of Labour MPs.

Mr. Orme stressed that half a million jobs were at risk in both the public and private sectors, and argued that as BL was a publicly-owned enterprise the Commons and the Government must not just sit Michael Edwards and the other members of the board of directors were entitled to a say in the company's future.

He accused Sir Michael of "exacerbating" the situation by sending a letter to employees threatening to liquidate plants affected by strike action.

Mr. Orme described this as an exercise in "Russian roulette"

rather than the operation of industrial democracy.

With no prospect of either a debate or an immediate statement Mr. William Hamilton (Lab. Fife) rounded on Mr. Jenkin.

The Minister remained silent and impassive as he demanded: "Surely you are not going to be as stupid or as insensitive to sit there and say nothing while BL and the country are bled to death?"

Earlier, Mr. Michael Foot, the Opposition leader, argued that the Prime Minister's insistence on Tuesday that the handling of industrial relations must be left to the BL management, ought not to prevent the Government intervening to prevent plants being liquidated.

He pressed for an undertaking that the Government would not agree to the sale of any of BL's

assets until the House of Commons had been given an opportunity to debate the matter.

The Prime Minister would give no such pledge, but accepted that as the Government was the main shareholder in BL it would be reasonable to assume that the Industry Secretary would keep in close touch about any development involving liquidation.

In responding to further questions, Mrs. Thatcher rebuked Mr. Foot for forecasting in advance of the news being announced — that the ACAS initiative would result in breakdown.

The Prime Minister complained that Mr. Foot was not helping a very difficult situation, but added: "The Government as major shareholders will be in touch with the board of BL if it is a question of putting it into liquidation."

Lords drop Nationality Bill reform amendment

By John Hunt, Parliamentary Correspondent

LABOUR PEERS failed last night in a last-minute attempt to make a major alteration to the British Nationality Bill.

With the support of the bishops and cross-benchers they tried to insist on an amendment giving the right of appeal to the courts when the Home Secretary refused British citizenship.

The amendment would be made on the grounds of discrimination by race, colour, or religion.

The Government had managed to defeat the amendment in the Commons earlier in the week. Last night the Labour peers tried to retain it despite the Commons verdict.

This means that the Home Secretary will continue to have sole discretion in nationality cases.

If the Lords had succeeded in retaining their original amendment the Bill would have been put in jeopardy, as the Parliamentary sessions ends today and all legislation uncompleted is automatically dropped.

The Bill sets up three categories of citizenship.

Lord Elwyn-Jones, the former Lord Chancellor, had insisted in the Lords debate that the House now had an opportunity to show the public that "civil liberty and racial equality are matters of concern to this House."

Mr. Anthony Grant, Conservative MP for Harrow Central, will sponsor the Bill for improving self regulation at Lloyd's of London, the insurance market.

He takes over the responsibilities of Sir Graham Page, MP for Crosby, whose death earlier this month resulted in Lloyd's having to seek a new sponsor.

Mr. Grant will steer the Bill through its remaining stages in the Commons.

Gwynfor steps down, still hopeful after 36 years at the helm

BY ROBIN REEVES, WELSH CORRESPONDENT

GWYNFOR EVANS was genuinely amused at the suggestion that Plaid Cymru might be finished.

"I was once told I was the only member left in the party. We have fallen back much further than this in our history, but we have always come back in even greater strength."

It was in August 1945, a few days before the atomic bomb fell on Hiroshima, that he was first elected president of the Welsh nationalist party. This weekend, at the age of 69, he is stepping down from the leadership of a cause which, over the past 36 years, he has come to symbolise.

Given his unique historic perspective, his lack of pessimism becomes a little more understandable. In his time, Plaid Cymru has grown from an obscure handful of people (1 could only find a dozen members in Carmarthen, he says) into an established political party with, despite recent setbacks, Westminster and local government representation and, according to successive opinion polls, a 7 to 8 per cent bedrock of support among Welsh voters.

Yet, with his departure, Plaid Cymru is losing its father figure, the kind of leader who is above the internal battles which take place in every political party.

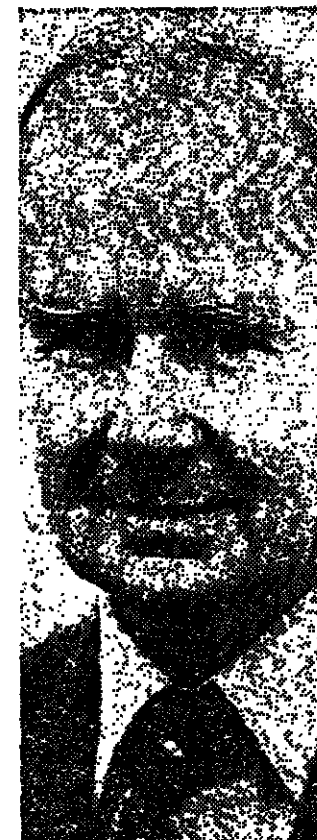
The fight for the succession between his two young lieutenants in the last parliament, Dafydd Wigley, MP for Caernarvon, and Dafydd Elis Thomas, MP for Merioneth, is very much a right-left struggle in the Labour Party.

Yet, however, the most important change will be that Gwynfor — as he is universally known throughout Wales — will no longer be at the helm.

Everyone who has met him agrees he has never been a politician in the traditional mould. His gentle, quiet-spoken manner and warmth are more in the traditional of a non-conformist minister than a political leader.

Indeed, his Christian faith and optimism have clearly helped him to sustain him through many setbacks. But beneath the gentle exterior has always been a rock-hard stubbornness of purpose pursued relentlessly through books and pamphlets as well as the toil of conventional political activities.

"Plaid Cymru is Wales's only hope. If we fail then Wales has no future," he says with a typical



Gwynfor Evans

simplicity which both mobilises Plaid's activists and infuriates its political opponents.

He argues that it is solely due to Plaid pressure that Wales today is treated as an economic and administrative unit.

"The only thing the Government had respect for is Welsh political nationalism. That is

'Plaid Cymru is Wales's only hope. If we fail then Wales has no future'

why they have made so many concessions to hold us back," he says, pointing to the establishment of the Welsh Office, the Welsh Development Agency, BBC Wales and numerous other institutions over the past twenty years.

Two events stand out in his long political career. One was the parliamentary breakthrough he achieved for Plaid by winning the 1966 by-election in Carmarthen after the death of

Lady Megan Lloyd George. Only four months earlier, in the general election, he had come a poor third behind Labour and the Liberals.

"In politics, you can never foresee what is going to happen," he stresses. He lost the seat in 1970, regained it in 1974 but then lost it again in 1979.

His original victory was highly significant in setting in motion a nationalist bandwagon in both Wales and Scotland (Winnie Ewing captured Hamilton for the SNP) which threatened to break the British political mould in a very different way from that now promised by the Social Democrat-Liberal alliance. That movement was not really checked until the devolution referendums of 1978.

The other major event was last year's threat — unprecedented in Welsh political history — to go on hunger strike unless the Government acted on its promise to establish a Welsh language television service on the new fourth channel.

As a result of his stand, a new Welsh fourth channel authority is pressing ahead, and the Welsh Language Society's civil disobedience campaign, which punctuated much of the 1970s, has ended.

Plaid Cymru has always intricately linked campaigning for the Welsh language with its objective of self-government. Gwynfor Evans freely admits that his party might have gained more support but for this emphasis. But he is unrepentant.

"We have been put in this predicament by history. If we had not combined the two, by now the main badge of our nationality, the language, would have nearly died. We would then have less chance of raising national consciousness.

Although he is standing down as president, he has no intention of retiring from the fray altogether. This month he has been addressing a crisscross series of meetings in his capacity as vice-chairman of CND Wales, and has vowed to pressure to stand as Plaid candidate in Carmarthen at the next election.

It is a measure of his special place in Welsh politics that, whatever the fortunes of Plaid Cymru in the rest of Wales, nobody rules out his winning yet again.

Benn moves on shadow Cabinet post

By Elinor Goodman, Political Correspondent

MR TONY BENN yesterday took the first formal steps towards getting himself back on the shadow Cabinet as a fresh row blew up in the left-wing Tribune Group about the tactics of his supporters.

Mr. Benn's closest allies, who were trying to get other left-wing candidates for the shadow Cabinet to sign what Mr. Benn's opponents on both the left and right claimed amounted to a "loyalty oath."

Mr. Ross was asking MPs hoping for election to the shadow Cabinet on left-wing votes to sign a statement saying they would uphold party policy, and oppose the moves to reverse the constitutional changes secured by the left over the last few years.

Mr. Ross said the statement had been drawn up in co-operation with Mr. Benn whose name was on the list of MPs trying to get on the Tribune Group slate for the shadow Cabinet when nominations close yesterday.

Last night Mr. Benn was one of a few former shadow Cabinet Ministers to have signed the statement.

Labour back bench group urges Foot to oppose far left in public

BY PETER RIDDELL, POLITICAL EDITOR

A GROUP of Labour back benchers yesterday warned Mr. Michael Foot, Opposition leader, of the need to make a public stand against the far left — only hours before Mr. Eric Ogdin, MP for Liverpool West Derby, became the 22nd Social Democratic Party MP.

Leaders of the Manifesto Group, which has 55 members of the moderate wing of the Parliamentary Labour Party, said Mr. Foot yesterday to express their concern over the activities of the far left Militant Tendency, which they believe contravenes the Labour Party constitution.

The Manifesto MPs intend to write to Labour's national executive committee, requesting that Mr. Pat Wail, a prominent supporter of Militant, should not be endorsed as prospective candidate for Bradford North after his selection in succession to Mr. Ben Ford, the moderate sitting member.

The group is also worried about the probable confirmation of left wingers as chairman of some of the sub-committees of the national executive following the swing against the left in the elections at last month's Labour conference.

The Manifesto Group was represented by Mr. Giles Radice, its

chairman and MP for Chester-le-Street, Mr. George Robertson, its secretary and MP for Hamilton, and Mr. Ken Weetch, its treasurer and MP for Ipswich.

Mr. Radice said Labour MPs and the electorate were looking for signals from Mr. Foot and from the national executive that they "absolutely rejected the ideas, programme and

THE BY-ELECTION due in Crosby now looks likely to be held on November 26 or December 3. Tory Party managers appear keen to hold it as early as possible to stop the SDP-Liberal alliance setting up a proper organisation to support Mrs. Shirley Williams.

tactics of the far left." The group is seeking a committee statement against Militant Tendency.

Much of the talking at the meeting was apparently done mainly by listening and made no commitments. He will, however, attend a meeting of the Manifesto Group next month to hear its views.

Mr. Foot is reluctant to take any action which could be seen

as proscribing any organisation even though he disapproves of the activities of Militant.

Mr. Weetch said the deputation had expressed concern that "clear signals should be sent out, showing that the party was going to be more moderate in future."

Unless this happened, he said, the group considered that the Labour Party was not going to regain the votes it had lost to the SDP.

Mr. Ogdin formally announced last night that he had joined the SDP. With the 12 Liberal MPs this means that the alliance now has 34 MPs, the largest third force in Parliament since the Second World War.

Mr. Ogdin said he was pleased to have escaped from the bitterness of the Labour Party. He believed that only the alliance offered any hope "in view of the rush to the far left in the old Labour Party and to the right in the Conservative Party. This had left an enormous vacuum of unfilled hopes and needs which the SDP could fill."

Mr. Ogdin said that Mr. Glyn Parry, local SDP leader in Liverpool West Derby, had urged him several months ago to join the new party, and had now welcomed him.

Five to contest PLP chair

BY OUR POLITICAL EDITOR

FIVE LABOUR MPs will next week compete for the chairmanship of the Parliamentary Labour Party in the next session of parliament.

Mr. Jack Dromant, MP for Easington, and the Opposition whip who arranges pairs for MPs, is the favourite. He has been nominated by 19 MPs, including Mr. James Callaghan, the former Labour leader, and other prominent members of the party on the moderate and right wing — Mr. Roy Hattersley, Mr. Roy Mason, Mr. Gerald Kaufman and Mr. Merlyn Rees. The manifesto group is also formally backing him.

The other main contender is Mr. Ian Mikardo, the MP for Tower Hamlets, who was chairman of the parliamentary Labour Party in the mid-1970s.

He has the backing of the left-wing Tribune group. The others in the field are Mr. Harry Ewing, MP for Stirling and Falkirk, Mr. Willie Hamilton, MP for Central Fife, and Mr. Frank Hooley, MP for Sheffield Heeley.

The balloting will take place next Thursday. Mr. Fred Wigley, the MP for Sunderland North, the present chairman, has announced that he will not be seeking re-election.

For the second year running, Mr. Martin Plannery, MP for Sheffield Hillsborough, who has the backing of the Tribune group, is challenging Mr. Michael Cocks, MP for Bristol South for the job of Opposition Chief Whip. Last year, Mr. Cocks won by a margin of 188 votes to 44.



Ian Mikardo

Support for independent police complaints board

BY JOHN HUNT, PARLIAMENTARY CORRESPONDENT

THE ESTABLISHMENT of a fully independent body to investigate complaints against the police moved a step nearer yesterday with the publication of the inquiry into the police raid on houses in Rillington Road, Brighton.

Reports on the conduct of some police officers concerning two of the properties have been sent to the Director of Public Prosecutions, Mr. William Whitelaw, the Home Secretary, told the Commons yesterday.

He was making a statement on the report of Deputy Assistant Commissioner Dear of Scotland inquiry into the complaints over Yard, who had carried out an raid.

Police raided the homes in the wake of the Brighton riots after receiving information that petrol bombs had been stored on some of the premises.

Residents protested that police had caused serious damage to the premises.

Yesterday, there were demands from all sides of the House for an independent

complaints procedure and Mr. Whitelaw made it clear that he was sympathetic to the idea.

The question is being examined by a working party under Lord Belstead. There is a police complaints board but this had been criticised because it has no powers of investigation. Complaints are investigated by the police themselves.

Mr. Whitelaw agreed that the public had to be satisfied with the system and said: "I think it is important to seek to establish the best basis we can for police complaints."

Mr. Roy Hattersley, Labour's home affairs spokesman, said that Mr. Dear's report did not allay many of the fears of the Opposition. He saw a need for truly independent complaints machinery and for a properly constituted police authority for London.

Mr. Whitelaw said in his statement that no petrol bombs were found in the houses but a crate of bottles with evidence of preparation for use as bombs was found on waste-ground nearby.

Prior calls for Ulster political settlement

PEACE in Northern Ireland will be achieved only by a political settlement, Mr. James Prior, Northern Ireland Secretary, said yesterday.

Mr. Prior told the Commons at Question Time that although there had been a big rise in terrorist violence in the last year the Government was determined to win.

"But in the long run there has to be a political settlement if peace is to be achieved."

The message that must go out from us is that we shall not allow terrorism to flourish from wherever it comes.

NEITHER HOUSE will sit on Monday or Tuesday. The State Opening of Parliament and the Queen's Speech will be on Wednesday, with debate on the speech continuing in the Lords on Thursday and in the Commons until Friday.

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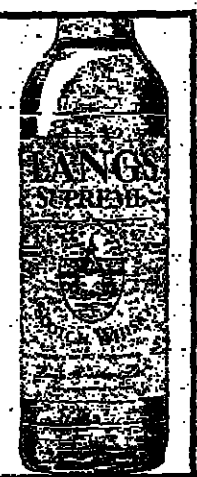
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THE PROPERTY MARKET

BY ANDREW TAYLOR

Norwich Union plan threatened by GLC

NORWICH UNION is considering taking legal action if its plans for a new office development at London's Elephant and Castle are blocked by the Greater London Council.

The 183,500 sq ft net office scheme is threatened by the GLC's new restrictive policy on office development in central London.

The Labour controlled GLC has asked its officers to prepare a report on the possibility of the site, next door to the Elephant and Castle tube station, being turned over to industrial development rather than for an office scheme.

The council has already made it clear that it does not favour new office development in areas of London—like the Elephant and Castle—where the GLC believes that development priority should be given to housing and the creation of new industrial jobs.

Norwich Union has already started taking legal advice in case its office scheme is rejected and has indicated that it may seek compensation from the GLC if the project is blocked at this late stage.

The freehold of the island site is owned by the GLC which in 1976 decided that the area should be redeveloped as offices with a new tube station book- ing hall to be provided by the developer by way of a planning gain.

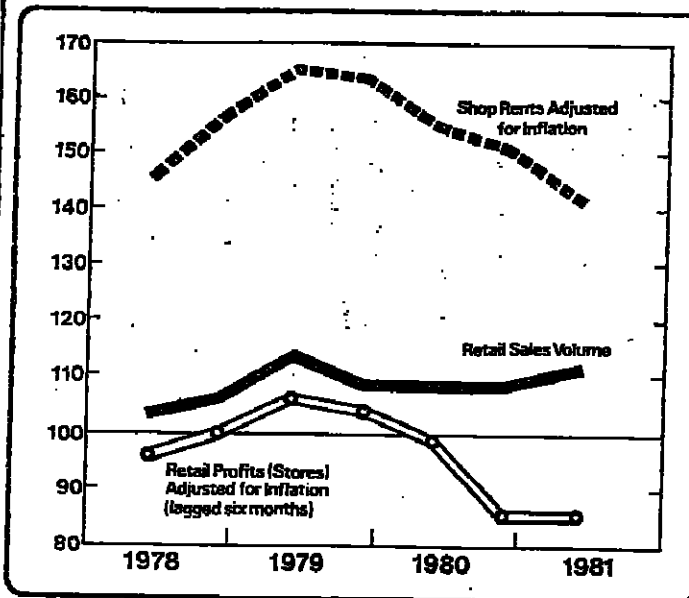
The scheme was put out to

tender and was won by Norwich Union — despite a competing bid from the local London Borough of Southwark — in July 1979. The plans called for provision of a landscaped open area, other community benefits as well as a new booking hall.

The site has not been without problems and development work has already been delayed. London Transport and the GLC had difficulty in agreeing terms over which body should pay for fitting-out the new booking hall and Norwich Union also became involved in lengthy negotiations with Southwark Council over the exact nature of planning gains to be provided.

The insurance group says, however, that most of the planning and financial difficulties had been resolved prior to the local elections which brought Labour into power at the GLC this spring. Since then negotiations on the future of the site have been brought to a standstill. Under the existing agreement with the GLC, Norwich Union was to have acquired the freehold of the site.

So far the GLC has not ruled out the possibility of Norwich Union's plans going ahead but the council would clearly prefer to see an industrial development on the site in line with its stated policy on office development.



No shop rent recovery

WITH RETAIL profits in the doldrums, shop rents are unlikely to enjoy any significant recovery until 1983, according to the latest forecasts of shop rents by the research department of Hillier Parker May and Rowden.

The agents say that a recovery in shop rents is likely to lag six months behind the next upturn in retail profits, now unlikely to occur, say Hillier Parker May, until the second half of 1982.

As a result, the agents expect rental growth to run marginally behind general rates of inflation throughout the remainder of 1981 and during 1982. Hillier Parker estimates that rents in real terms have fallen by around 6 per cent since November last year.

After adjustment for inflation the annual rate of decline in shop rents is forecast to slow to an annual rate of just under one per cent by May next year. Hillier Parker says that "the deflationary budget in the spring and the recent rise in interest rates have delayed the anticipated recovery in shop rents."

The table illustrates the close relationship between retail profits and movements in shop rents. Previously the agents have used retail sales volume as a barometer for shop rents but results have become distorted by subsequent revisions of sales volume figures. Retailers have also continued to maintain sales at the expense of profit margins.

'Scrap planning gain'

LOCAL authorities which seek to win unrelated development gains in return for the granting of planning permissions for large scale commercial property developments came under fire this week from the Property Advisory Group.

The Group, in its latest report to Government recommends that new planning guidelines should be established to discourage the practice of developers offering planning gains in return for planning permissions.

It has become common, particularly in large metropolitan areas, for developers to offer local authorities a wide range of planning gains—in the form of new housing, transport facilities and other community benefits—in return for favourable consideration of commercial planning applications.

PAG says that this practice should be frowned upon and emphasises that, with very few exceptions, "we are unable to accept that planning gain has any place in the system of planning control."

Mr Tom King, Minister for Local Government, said that in view of the controversial nature of the report he would seek the views of all interested parties before reaching any final conclusions.

The Group says: "Our main objection to the general idea of planning gain is that, as soon as a system of accepting public benefits is established which goes beyond the strict consideration of planning merits of a proposed development, the entire system of development

control becomes subtly distorted and may fall into disrepute.

"Developers may come forward with schemes to which no conceivable planning objection could be raised, but be left with the impression that if they are not prepared to offer up some wholly extraneous planning gain, their application may receive a less sympathetic or less speedy consideration."

"It is also undesirable that the impression should be given that there is one law for the rich and another for the poor. In other words, we do not think that a potential developer's chances of obtaining planning permission should depend upon whether he can pay the local authority's price for obtaining it."

The Property Advisory Group recommends that a new system of planning guidelines be established which would not permit local authorities to seek extraneous development gains when considering a planning application. A scheme should be judged solely on its own merits, says the report.

The report adds that where there are genuine planning objections these may be overcome by attaching "valid planning conditions" to a planning permission. These should not include general community benefits unrelated to the successful conclusion of a commercial development.

The report provides several examples of what might be regarded as a valid planning condition. These could include

housing schemes which, because of a lack of public amenities, might not be allowed to proceed if these facilities were not provided. It might be a "legitimate condition" to ask the developer to provide these amenities.

Local authorities will argue, as the report concedes, that it is right and proper for the community to expect some sort of gain from developers whose schemes will benefit from existing local environments and infrastructures. Though the property industry might well suggest that the addition of a new scheme, and the spin-off arising from it, should be all the community can rightly expect.

The Property Advisory Group claims that capital gains tax and development land tax are the recognised vehicles for redistributing development profits to the community. However, these are nationally collected taxes. One solution, not explored by the Group, might be to turn development land into a local tax—although some developers might jib at this given council's recent moves on local authority rate increases.

Some developers might also be reluctant to see the practice of planning gains disappear. They have been happy to use the system in the past to push problematical schemes through the planning process. If the concept has now gone too far the development industry itself cannot escape some of the blame.

Planning Gain—Property Advisory Group, SO £220

Bracknell raises £5m

BRACKNELL Development Corporation has raised over £5m by selling the freehold of Carr House and its outbuildings to the town centre.

The sale of the 74,000 sq ft office building, let to Ocean Transport and Trading, and the 100,000 sq ft store, forms part of the Corporation's assets disposal programme. Purchasers Sun Alliance Insurance were previously the head leasees.

Hillier Parker May & Rowden acted for the Corporation. In what is thought to be the largest property transaction in the Irish Republic, Allied Irish Investments Bank has paid £5m to the Gallagher Group for three prime office investments in Dublin. The properties are in Clare Street, St Stephen's Green and College Green and Jones Lang Wootton acted for Gallagher.

Essex County Council Superannuation Scheme has paid around £2m for Greytown Property Holdings freehold office and retail development at Watc Street, South Essex. The scheme is a joint venture of the council and the local authority ratepayers. The council has also acquired the freehold of a 150,000 sq ft office building at Watc Street. The council has also acquired the freehold of a 150,000 sq ft office building at Watc Street. The council has also acquired the freehold of a 150,000 sq ft office building at Watc Street.

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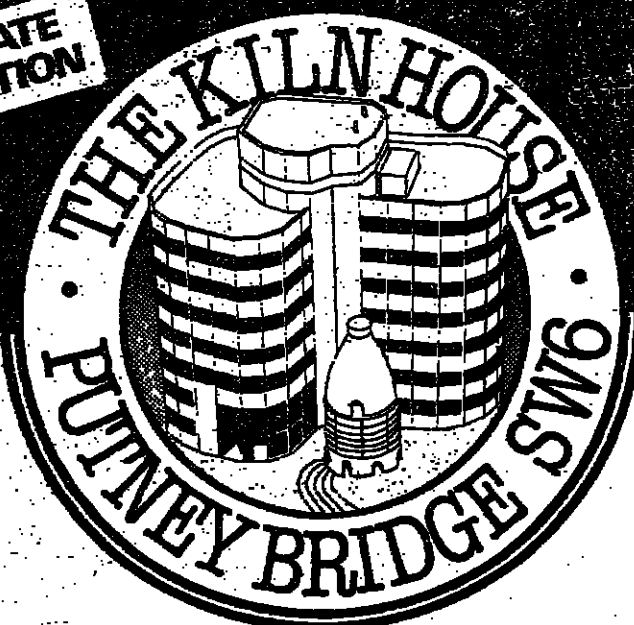
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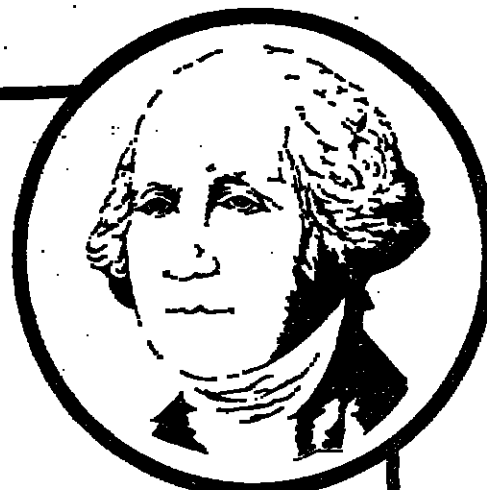
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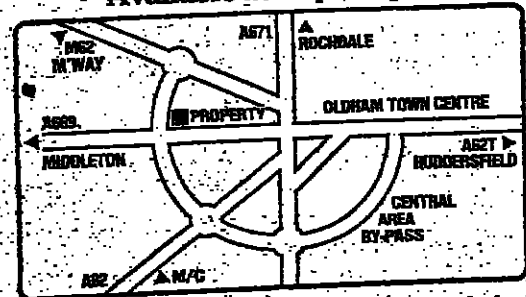
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THE NEW BMW 5 SERIES WAS ON THE 'NEWS AT TEN' FIVE NIGHTS RUNNING. BUT YOU'VE STILL NOT HAD THE FULL STORY.

Every night last week during 'News at Ten' BMW demonstrated a different feature of the new 5 Series.

But you have scarcely scratched the surface of this remarkable new car.

For the scale of its innovations are such as to make every other car in its class appear cumbersome, unintelligent and increasingly irrelevant.

Even if you're not immediately planning to spend between £7,000 and £14,000 on a luxury car, we still hope you'll read this page carefully.

For it describes the sort of motor car other manufacturers are currently working towards. But BMW have actually built.

THE SUCCESSOR TO SUCCESS.

The new BMW 5 Series retains all those features that set the original 5 Series apart from the offerings of the mass producers.

A body style that is understated rather than exhibitionist.

A level of quality that matches that of the most expensive BMW.

And, with four engines, three gearboxes and over twenty major options in one bodysell, an opportunity to have a car that's built virtually to your precise requirements.

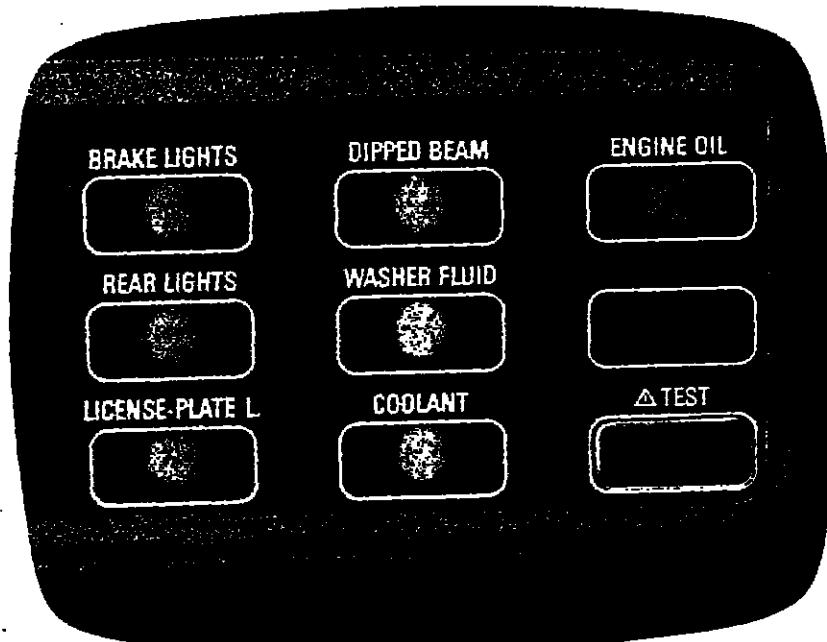
The new 5 Series adds to this luxury a level of technology that is unmatched by any other car manufacturer.

And for a very simple reason.



MONDAY ITV 10.15

We told you how the new BMW 5 Series adjusts its service interval to the way you drive.



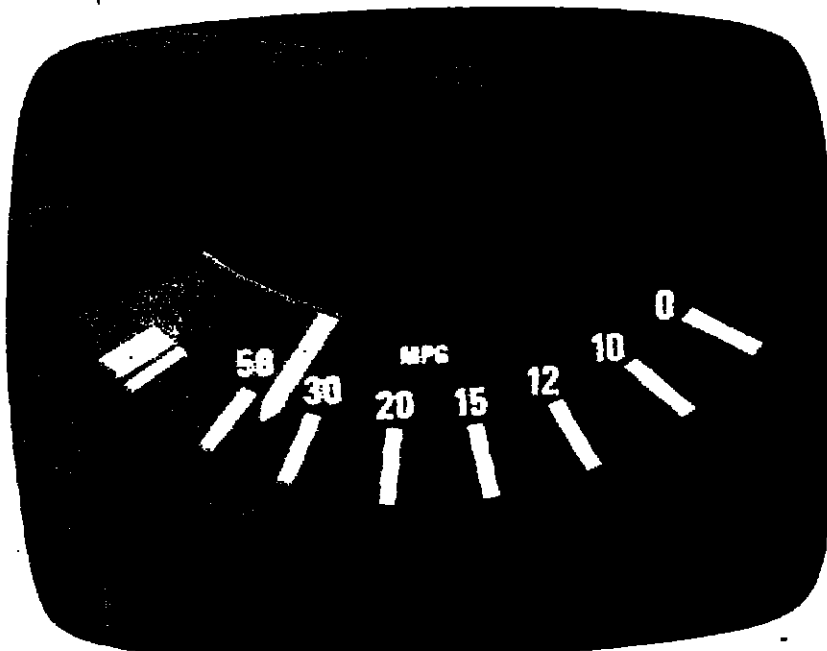
TUESDAY ITV 10.15

We showed you how its active check control warns you of trouble well in advance.



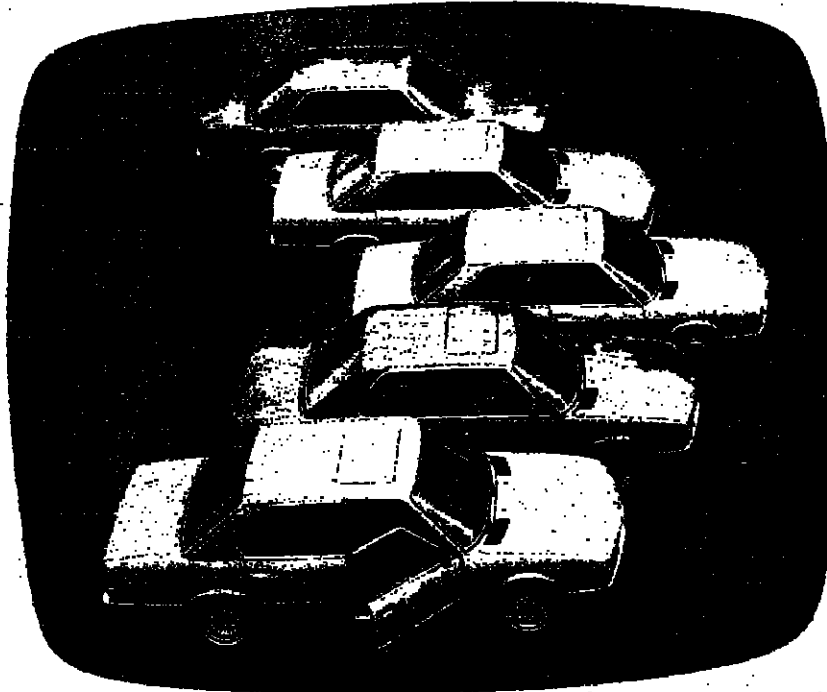
WEDNESDAY ITV 10.15

We showed you how its optional anti-lock brake system can stop you up to 40% quicker.



THURSDAY ITV 10.15

We showed you how its electronic Fuel Consumption Indicator can help you cut your fuel bills by up to 10%.



FRIDAY ITV 10.15

We showed you there are five 5 Series to choose from.

AN INVESTMENT IN CHANGE

For the last five years BMW has invested a higher proportion of its turnover in research and development than any other car company in Europe.

We built a completely new wind tunnel that did more than give the new 5 Series a drag co-efficient as low as 0.38 (by our measures, lower than any other car in its class).

We actually managed to use airflow on the 5 Series to improve the car's roadholding, by reducing aerodynamic lift by up to 22%.

We developed special steels to enable us to trim up to 200 lbs off the car ("a staggering achievement" - Motor) and still make the bodywork stronger.

We developed a new rear suspension which, along with the double pivot front suspension pioneered in the BMW 7 Series, gives our cars a standard of grip on the road that you might only expect on the race track.

We've even developed space saving techniques that make the new 5 Series bigger inside, without making it bigger outside.

THE PRECISE ADVANTAGES OF ELECTRONICS

Together all those changes would have made the 5 Series remarkable in the world of five seater luxury saloons.

But it was our investment in electronic technology that makes the 5 Series truly revolutionary.

Innovations such as the BMW Service Computer create a level of precision not previously found in any automobile.

This computer actually remembers how you've driven every mile. So you no longer have to rely on such a crude device as a mileometer to determine the service interval.

The car itself tells you when it needs attention.

Which is a good demonstration of how electronics makes closer, the relationship between man and machine.

FROM MANAGER TO MANAGING DIRECTOR.

The new BMW 5 Series is not one car. It's five.

With prices ranging from £7265 to £14240.

Each model in the range represents a significant improvement on its predecessor in the original 5 series.

The new 520i, for example, now has fuel injection for its six cylinder engine, giving it a degree of responsiveness unmatched by any car in its class.

The 525i, also with fuel injection, is now enhanced with a level of luxury equipment that would tempt any Managing Director away from his sedate limousine.

While the 528i, with a 0-60 mph time under 9 seconds is for those whose car needs to be as fast moving as their lives.

Any one of these driving machines can transform your notions of a management saloon.

For they offer you a level of quality that was only found in cars that were more expensive.

A level of technology that, if available at all, was only found in cars that were larger.

And a level of economy that was limited to cars which were smaller.

As your nearest BMW dealer will be happy to demonstrate.

We promise that he will tell you the full story.



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MODEL ILLUSTRATED 528i SPECIAL EQUIPMENT. DOE FUEL CONSUMPTION FIGURES: BMW 518i URBAN CYCLE: 25.4 MPG, 56 MPH; 40.4 MPG, 75 MPH; 29.7 MPG, BMW 520i URBAN CYCLE: 20.9 MPG, 56 MPH; 41.0 MPG, 75 MPH; 31.7 MPG, BMW 525i URBAN CYCLE: 20.0 MPG, 56 MPH; 39.2 MPG, 75 MPH; 31.0 MPG, BMW 528i URBAN CYCLE: 18.7 MPG, 56 MPH; 40.4 MPG, 75 MPH; 31.4 MPG. PRICES, CORRECT AT TIME OF GOING TO PRESS, INCLUDE CAR TAX AND VAT BUT NOT DELIVERY OR NUMBER PLATES. FOR A NEW BMW 5 SERIES INFORMATION FILE, PLEASE WRITE TO: BMW INFORMATION SERVICE, PO BOX 46, HOUNSLOW, MIDDLESEX OR TELEPHONE 01-897 6665 (LITERATURE REQUESTS ONLY). FOR TAX FREE SALES: 56 PARK LANE, LONDON W1. TELEPHONE 01-629 9277.

TECHNOLOGY

EDITED BY ALAN CANE

Exxon looks for enzyme factory

THE POTENTIAL in biotechnology for public misperception about its aims and objectives was brought home to one Exxon researcher on a visit to Europe.

An Italian journalist interviewed him about Exxon's interest in making protein from hydrocarbons by continuous cultivation of microbes.

As the story came out, Dr Peter Lucchesi was quoted prominently as saying that it was a crime to burn oil as petrol. It provoked awkward questions from the world's biggest purveyors of petrol.

Dr Lucchesi survived the storm to become vice-president of Exxon's corporate research laboratories in New Jersey. His enthusiasm for biotechnology survived the collapse of Exxon's earlier hopes for factory-made food, to flourish afresh in a new research programme on genetic engineering, just approved by the board of Exxon Research and Engineering Co.

"We do not believe the future will be a repetition of the past," Dr Edward David, president of Exxon Research and Engineering, told energy executives in London this month. One assumption Exxon is making is that "the diversity of technologies required to fuel the world will increase rather than diminish."

Exxon's R and D expenditure has been increasing at an annual average rate of 25 per cent since 1973, Dr David said. This year it is expected to spend about \$730m (of which \$635m would come from company funds). Some 10 per cent of the total was going into "basic" corporate research run by Dr Lucchesi — "a percentage comparable to the chemical and communications industries."

"We now are ready to fund a more aggressive programme. But we are not looking for a quick payoff," he said.

Exxon's earlier attempts to make protein were driven by the fears of a world food shortage. But, in contrast to many other oil companies, Exxon viewed it as premium-product technology — to be aimed directly at human foods, and not at a commodity like animal feedstuffs.

—Exxon researchers had the basic idea, originating from a novel attempt to synthesise alcohol with the aid of microbes. But the company recognised that it lacked any experience of the food market, so it entered into a joint venture with Nestlé, to work on the problem of making high-protein foods — comparable with egg in protein value — that might sell in the Third World.

They never got that far. The partnership was abandoned in the late '70s when the daunting

DAVID FISHLOCK, SCIENCE EDITOR, in Part Four of his series on biotechnology looks at a new research programme by Exxon in the U.S. Next week: Unilever.

difficulties arose of convincing regulatory authorities that the new foods were free from the last traces of hydrocarbon feedstock and moreover, that they contained only the amino acids specified.

Protein is not among the targets selected for the new research programme. But bugs that will feed on oil are still an important target in the interest of cleaning up oil pollution.

Exxon has been using biological processes for pollution control "for decades," Dr Lucchesi says. But now it is up against limits in what natural bugs can handle by way of highly oxidising and aromatic pollutants. "They are not trained to do it. Even now they have a tough time with rather simple things."

Using genetic engineering, he believes the researchers may be able to work simultaneously to design an enzyme tailored to a commercially useful reaction.

Another worthwhile target for biotechnology in Exxon may be in enhanced oil recovery, the technique of squeezing more oil from a well. According to Mr L. William Welch Jr., President of Exxon Production Research Company, as much as 40-60 per cent of the original oil in a well frequently remains after primary production and secondary water injection have run their course.

But it remains as discrete droplets, trapped in pores throughout the rock. These droplets are microscopic. About 4,000 would sit on the head of a pin.

The question for the biotech-

Nature can do it but industry at present cannot.

"Once you know the structure of an enzyme, in principle you can make an enzyme factory." So he has launched a programme covering both fundamental and applied microbiology, focused on enzyme catalysis and the genetic engineering of enzymes.

His starting point is reactions in which enzymes are known which attack a specific bond and thus yield a specific product. Such "exquisite chemistry" has already convinced Exxon researchers that they are seeing the dawn of a new chemistry, too costly at present to consider industrially but pointing the way to commercial possibilities.

"We have indications that extremely selective chemistry by enzymes is possible," Dr Lucchesi says.

Using genetic engineering, he believes the researchers may be able to work simultaneously to design an enzyme tailored to a commercially useful reaction.

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The question for the biotech-

nologists is whether they can produce a substance *in situ*, down in the well, to thicken the water so that it pushes more effectively on these droplets, forcing them to coalesce and flood out of the well.

Bacteria certainly exist which excrete polymers, much as a silkworm produces silk. The big question is whether they can be persuaded to work under the hot saline conditions of an oil well. Can genetic engineering give a polymer-producing organism the resistance to heat and chemical toxins?

The secret of commercial success in biotechnology lies in tackling such high-value chemicals. Dr Lucchesi believes firmly. His case is that there will always be a price to pay in achieving the chemical by bio-techniques, so the only way to make money must be to aim for high added value from the outset.

Dr Peter Lucchesi, vice-president of Exxon's corporate research laboratories: "Exquisite chemistry"



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Dr Peter Lucchesi, vice-president of Exxon's corporate research laboratories: "Exquisite chemistry"

Plessey approach is simple and economic

THE PLESSEY approach to the electronic office, long in gestation but announced yesterday, is simple, traditional and economic.

It uses as its starting point its own advanced digital private automatic branch exchange, the PDX, based on technology from the small U.S. telecommunications supplier Rolm.

It has modified the PDX so it will switch data, image and text as well as voice.

The approach is little different from Rolm itself or Northern Telecom, the telecommunications equipment arm of Bell Canada, both strong proponents of the modified PABX approach to office automation.

In fact, when the Californian consultancy, Dataquest, summed up the office philosophies of these two North American companies, it could as easily have been talking about Plessey.

It said: "What we perceive them as saying is: 'The PABX has always been and remains the central communications net within the office'."

Conventional

The PABX now handles voice: we can add some modifications and it will handle data; and we have got some other modifications that will handle electronic mail. So why bother with a duplicate wiring system? We want you to extend the system and equipment we have in place."

Plessey has developed a series of desk-top workstations which can be linked to the PDX by conventional telephone wiring.

Data transmission between the terminal and the exchange proceeds at up to 64,000 bits of information a second. Adequate, Plessey says, but slow compared to the 10 million bits a second claimed for the Xerox Ethernet or the Cambridge Ring.

The terminals include the small Plessey Vintel device, designed to give executives fast access to Prestel and other banks of computer held information (and which is fitted with a telephone handset) and the large integrated workstation with screen and full keyboard making possible word processing, gateway into the telex system, desk top computing, electronic mailbox functions, IBM and ICL mainframe access, office diary, booking facilities, local area



Mr Desmond Pitcher: "We will remain firmly in communications"

Mr Desmond Pitcher: "We will remain firmly in communications"

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Dowty valve for robots

TO MEET the needs of the rapidly developing robotics and manipulator technology, a new miniature servo valve has been introduced by Dowty Hydraulic Units (0684 252355).

The specification is based on that of aircraft servo valves of similar size. Dowty claims that it has been possible to achieve the same high quality and performance required in aircraft use while keeping production costs low by means of conventional materials and manufacturing methods.

Important considerations in designing the servo valve were simplicity and reliability, so it was decided to simplify the conventional construction of a hard-wired, liquid sliding in a hardened, steel sleeve, located in an aluminium housing.

This was done by using a special quality stainless steel for the valve body and dispensing with the separate sleeve. The result, Dowty claims, is a lower and simpler component and a component which is easier to manufacture and test.

The steel valve body, which measures 32mm by 45mm in size, has no external projections. All the internal features are sealed either by flush-fitting permanent plugs on removable sealed closures.

Stroboscope new models

TWO new models of stroboscope (combined motion analyser and tachometer) have been introduced by a new company, ProPlan Systems (0723 332172). The smaller PS8 model, with a speed range of 300 to 6,000 flashes per minute, is designed specially for educational use or as a general engineering instrument.

The larger and more powerful PS16, with three speed ranges up to 1,600 flashes per minute and a digital readout, is intended for more advanced industrial applications.

B

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General Manager Antonio Succi

Helmsman goes digital

AN ALL-DIGITAL helmsman's position for merchant ships, to be exhibited by Sperry Marine Systems at the Europort '81 show in Amsterdam next month, has a 12 in cathode ray tube mounted in a console immediately above the helm.

The tube displays all primary navigation control information, with a simulated tape heading repeater constantly visible. At any moment the helmsman can call up the rate-of-turn scale, the rudder angle scale, and both ship operating information and system operating instructions.

All information is stored and monitored by four microprocessors housed within the console. The system, known as the SRP 2000, is claimed to meet all international safety standards, including complete dual hand-electric steering controls, emergency steering controls designed to by-pass the system electronics, and a full alarm panel.

The SRP 2000 can be interfaced with up to three remote steering control units. Additional CRT displays can be slaved to the helmsman's main CRT, permitting the shipmaster to monitor heading and steering performance from his cabin or elsewhere in the vessel.

Burroughs at the front end

THE CP 3680 "front end" data communications system just introduced by the Burroughs Corporation is designed to manage large on-line computer networks and to increase the efficiency of application processing by the Burroughs B 3000/B 3600/B 4000 medium-range series.

When a CP 3680 is added to the appropriate Burroughs computer system the processing workload associated with operating and managing an on-line network is shifted from the host computer to the "front end" system, the company says.

Only a small interface program remains in the host, and with the on-line work shifted the host computer is freed for the more efficient processing of application programs without revision of the host's system software.

Because the application software is insulated from the external network environment, changes can be made in the network configuration and types of terminal without affecting the application programs. This protects the user's investment in application software, Burroughs claims.

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Banco de Bilbao	15 1/2%	Langris Trust Ltd.	16%
BCCI	16%	Lloyds Bank	15 1/2%
Bank of Cyprus	15 1/2%	Malindi Limited	15 1/2%
Bank of N.S.W.	16%	Edward Manson & Co.	17%
Banque Belge Ltd.	16%	Midland Bank	15 1/2%
Banque du Rhone et de la Savoie S.A.	16%	Samuel Montagu	15 1/2%
Barclays Bank	15 1/2%	Morgan Grenfell	16%
Beneficial Trust Ltd.	15 1/2%	National Westminster	15 1/2%
Bonar General Ltd.	16 1/2%	Norwich General Trust	15 1/2%
Bonar Holdings Ltd.	16 1/2%	P. S. Refson & Co.	15 1/2%
Bristol & West Invest.	17%	Roxburgh G'tee Cpn.	16%
Brit. Bank of Mid. East	15 1/2%	E. S. Schwab	16%
Brown Shipley	16%	Slavenburg's Bank	15 1/2%
Canada Perm't Trust	16%	Standard Chartered	15 1/2%
Cayzer Ltd.	16%	Trade Dev. Bank	15 1/2%
Cedar Holdings	16%	Trustee Savings Bank	15%
Charterhouse Japhet	16%	TCB Ltd.	15 1/2%
Choulatons	16%	United Bank of Kuwait	15 1/2%
Citibank Savings	15 1/2%	Whiteaway Ltd.	16%
Clydesdale Bank	15 1/2%	Williams & Glyn's	15 1/2%
C. E. Coates	16%	Wintrest Secs. Ltd.	15 1/2%
Consolidated Credits	16%	Yorkshire Bank	15 1/2%
Co-operative Bank	15 1/2%	Members of the Accepting Houses Committee	
Corinthian Secs.	15 1/2%	7-day deposits 14 1/2%	
The Cyprus Popular Bk.	15 1/2%	14-day deposits 14 1/2%	
Duncan Lawrie	15 1/2%	1-month deposits 14 1/2%	
Eagle Trust	15 1/2%	12-month deposits 14 1/2%	
E. T. Trust Limited	16%	7-day deposits on sums of £10,000 and under 15 1/2%	
First Nat. Fin. Corp.	17%	14% and over £20,000 14 1/2%	
Robert Fraser	16%	Call deposits £1,000 and over 15 1/2%	
Antony Gibbs	15 1/2%	Demand deposits 14 1/2%	
Grindlays Bank	15 1/2%	21-day deposits over £1,000 15 1/2%	

THE Viewdata Exhibition

The third show in the series, and the largest established viewdata exhibition, the only viewdata exhibition specifically designed for those directly involved in the industry, and for those businessmen who want to make their business more efficient.

The event that has attracted visitors from countries including Australia, Belgium, Canada, Denmark, Finland, France, Germany, Hong Kong, Ireland, Italy, Japan, Luxembourg, Netherlands, Norway, Spain, UK, USA and Yugoslavia.

The exhibition will show a wide range of exhibiting companies including PHILIPS, ST. PRESTEL, GRANADA, REDIFUSION, RADIO RENAISSANCE, VISION, ITT, BISHOPSGATE, BARCO, TECHNOLOGICS, VISION, and many others who will be showing the widest cross section of equipment in the industry.

The only viewdata exhibition exclusively linked to the IBC conference and located by JPC Business Press, the world's largest publisher of business journals, that includes titles such as Computer Weekly, Electronics Weekly, EEP Systems International, Data Processing and of course the sponsoring journal Viewdata & TV Use.

For professional & business people
West Centre Hotel, Lillie Road, London, November 4-6 1981
1000-1800 hrs (closing 1700 hrs on the last day)

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BBC 1

TELEVISION

LONDON

Chris Dunkley: Tonight's Choice

The evening's most promising programme is clearly the first in a new series of "Playhouse" on BBC2: Mrs Reinhardt. Adapted by Edna O'Brien from her short story, it tells of a woman running away from a broken marriage. She drives alone through the British countryside (Piers Haggard who has a nice feel for people in landscapes directs entirely on film, on location in Brittany) and decides to stay at a picturesque hotel. Exploring the nearby seashore she meets a handsome young American called Steve and starts a pleasant flirtation. Helen Mirren takes the title role and Brad Davies who starred in "Midnight Express" and "Chariots of Fire" plays Steve.

Another of BBC2's admirable series resuming this evening is "Newswatch" which starts with a report by David Jessel entitled "Battleground Europe." With GND attracting renewed support here and in Europe and the Labour Party conference voting to abandon Britain's nuclear weapons, Jessel questions how valid are the fears that Cruise missiles will make nuclear war in Europe—recently posited by Ronald Reagan—more likely. And how will America react to the growing anti-nuclear campaign in Europe?

In complete contrast the comedy treat of the evening is at 10.30 on ITV in most areas: Soap. Jessica comes home from her late-rather-than-death with the guerrillas in the jungle.

BBC 2

11.00 am Play School.
1.35 pm Snooker: State Express
World Team Classic.
6.45 Something Else.
7.30 News Summary.
7.35 Snooker.

8.00 Gardener's World.
8.25 Newswatch.
9.00 Snooker.
9.30 Playhouse: "Mrs Reinhardt".
10.45 Newswatch.
11.30 Snooker.

ANGLIA

12.30 pm Fit for Living. 1.30 Anglia News. 2.00 Houseparty. 12.25 Friday Film: "Monsieur de...".
5.15 News. 5.45 End of the Road. 6.00 About Anglia. 7.00 News. 7.15 This Week. 7.45-8.15 Grace Kennedy. 10.15 What's in a Week out. 11.30 News. 11.45 What's in a Week out. 12.25, 12.30 Festival of Welsh Film. 12.30 News. 1.30 am Window on the World.

ATV

12.30 pm Fit for Living. 1.30 ATV News. 2.45 The British Fashion Awards 1981. 3.45 The Stationary Ark. 5.15 Here's Boomer. 6.00 ATV Today. 7.30 What's in a Week out. 11.00 News. 11.05 Thriller: "Death in Deep Water".

BORDER

12.30 pm Fit for Living. 1.30 Border News. 2.45 Mafiosi: "The Oracle". 5.15 News. 6.00 Lookaround Friday. 6.30 That's Hollywood. 10.30 News. 11.30 Border News Summary.

RADIO

(S) Stereophonic broadcast. \$ Medium wave.
RADIO 1
8.00 am As Radio 2. 7.00 Mike Read. 9.00 Simon Bates. 11.30 Dave Lee Travis. 2.00 pm Paul Burnett. 3.30 Steve Wright. 5.45 Roundtable. 7.00 Andy Peebles. 10.00-12.00 The Friday Rock Show (S).

RADIO 2

6.00 am Ray Moore (S). 7.30 Terry Wogan (S). 10.00 Jimmy Young (S). 12.00 John Dunn (S). 2.00 pm Ed Stewart (S). 4.00 David Hamilton (S). 5.05 News. 6.00 David Symonds with Much More Music (S). 8.00 Take Your Partners at the Radio 2 Ballroom (S). 8.45 Friday Night is Music Night (S). 9.25 Sports Desk. 10.00 David's Different Show with Ken Dodd. 10.30 The Bing Crosby Show. 11.00 Brian

GRAMPIAN

9.30 am First Thing. 12.30 pm Fit for Living. 1.30 North News. 12.45 Friday Matinee: "Carnival". 5.15 News. 5.45 North Tonight including Sports Desk. 10.30 Tenness and Brown Show. 11.30 Curling. 12.15 am North Headlines.

GRANADA

11.00 am The Bubbles. 12.30 pm Fit for Living. 2.00 Live from Two. 2.45 Friday Matinee: "The Wild Year". 5.15 Survival. 6.00 Granada Reports. 6.30 Kick Off. 10.30 A Week on Friday. 11.00 Soap. 11.30 The Late Film: "Take a Girl Like You".

HTV

12.30 pm Fit for Living. 1.30 HTV News. 2.45 Bus Way to Travel. 2.50 "The Daughters of Joshua Cabe Reborn". 5.15 Bless Me Father. 6.00 Report West. 6.30 Survival. 10.30 HTV News. 10.30 Report Extra. 11.00 "Cruelty of Terror".

HTV CYMRU/WALES—As HTV West except: 10.48-11.05 am Y Byd a'i

SCOTTISH

12.30 pm Fit for Living. 1.30 News and Road and Weather. 2.45 Friday Matinee: "Sidekicks". 5.15 Emmerdale Farm. 6.00 Scotland Today. 6.25 Sports Extra. 6.45 Hear Here. 10.30 Ways and Means. 11.00 Soap. 11.30 Curling. 12.15 am Late Call.

SOUTHERN

12.30 pm Fit for Living. 1.30 Southern News. 2.00 Hourly. 2.25 The Bedford Incident. 5.15 Here's Boomer. 6.00 Day by Day. 6.00 Scene South East (South East Area only). 6.30 Out of Town. 10.35 Wheels (THS). 11.05 "The Priest's Wife" starring Sophia Loren.

TYNE TEES

9.25 am The Good Word. 9.30 North East News. 12.30 pm Fit for Living.

RADIO

Matthew with Round Midnight. 1.00 am Truckers' Hour (S). 2.00-5.00 Two's Company (S).

RADIO 3

6.55 am Weather. 7.00 News. 7.05 Morning Concert (S). 8.00 News. 8.05 News. 9.05 This Week's Composer: Arcangelo Corelli (S). 9.45 Sacred and Secular Music (S). 11.30 Nicholas Wittke: piano recital (S). 12.25 pm Midday Concert. part 1: Tchaikovsky (S). 1.00 News. 1.05 Midday Concert. part 2: Shostakovich (S). 2.05 Baroque Chamber Music (S). 3.35 Martinus concert (S). 4.00 Choral Evensong (S). 4.55 News. 5.00 Mainly for Pleasure (S). 5.55 Play It Again (S). 7.00 Lis

RADIO 4

6.00 am News Briefing. 6.10 Farming Today. 6.25 Shipping Forecast. 6.30 Today. 8.35 Yesterday in Parliament. 9.00 News. 9.05 Desert Island Discs. 9.45 A Sideways Lost At. Antony Smith. 10.00 News. 10.02 International Assignment. 10.30 Daily Service. 10.45 Morning Story. 11.00 News.

SCHOOLS PROGRAMMES

9.55 am Schools Programmes. 12.00 The Learning Tree. 12.10 pm Once Upon A Time. 12.30 100% Responsibility: Helene Hayman explores the problems facing the increasing number of mothers and fathers bringing up children on their own. 1.00 News. 1.10 PT Index. 1.20 Thames News with Robin Houston. 1.30 Taff Acre. 2.00 After Noon Plus. presented by Elaine Grand and Simon Reed. 12.45 pm Friday Matinee: Ian Hendry and Ronald Fraser in "Girl in the Headlines". 4.15 Bugs Bunny. 4.20 Get It Together. 4.45 Spectrum. presented by Paul Healey. 5.15 White Light, presented by James Maw with Biddle and Eve and Bow Wow Wow.

5.45 News. 6.00 Thames News with Andrew Gardner and Rita Carter. 6.30 Thames Sport. 7.00 The Amazing Spiderman. 8.00 Bruce Forsyth's Play Your Cards Right. 8.30 That's My Boy. 9.00 Strangers. 10.00 News. 10.30 Soap. 11.00 The London Programme. 11.35 pm Thriller. 12.45 am Close: Personal Choice with Lord Ted Willis. † Indicates programme in black and white.

1.30 North East News and Lookaround. 12.45 6.15 Mickey, Donald and Friends. 6.00 North East News. 6.02 Sportsworld. 6.30 North Life. 10.30 North East News. 10.32 Thriller: "A Killer in Every Corner". 12.00 Paris by Night. 12.30 pm Post's Corner.

12.30 pm Gus Honeybun's Birthdays. 12.30 Fit for Living. 1.30 Westward News Headlines. 2.45 The Friday Matinee: "Part of the South Pacific". 5.15 The Adventure of NIKO. 6.00 Westward Diary. 10.32 Westward Late News. 10.35 Soap. 11.05 Friday Late News. "Revenge". 12.40 am Faith for Life. 12.45 West Country Weather. Shipping Forecast.

12.30 pm Fit for Living. 1.30 Calendar News. 12.45 Friday Film Matinee: "Vote for Huxley". 5.15 Here's Boomer. 6.00 Calendar (Emley Moor and Belmont editions). 6.30 Calendar Sport. 10.30 Soap. 11.00 The Friday Night Film: "Promise at Dawn".

11.05 The Countryside in October. 11.50 Natural Selection. 12.00 News. 12.02 pm You and Yours. 12.27 The Senior Partner. 12.55 Weather. Programme News. 1.00 The World at One. 1.40 The Archers. 1.55 Shipping Forecast. 2.00 News. 2.02 Women's Hour. 3.00 News. 3.02 Afternoon Theatre. 4.05 Poetry Please! (S). 4.15 Rags to Riches. 4.45 Story Time. 5.00 PM: News Magazine. 5.50 Shipping Forecast. 5.55 Weather. Programme News. 6.00 News. including Financial Report. 6.30 Going Places in Tokyo. 7.00 News. 7.05 The Archers. 7.20 Pick of the Week (S). 8.10 Profile. 8.30 Any Questions? 9.15 Letter from America. 9.30 Kaleidoscope. 9.58 Weather. 10.00 The World Tonight. 10.35 Week Ending (S). 11.00 A Book at Bedtime. 11.15 The Financial World Tonight. 11.30 Today in Parliament. 11.45 Miles Kingston with recordings from the BBC Sound Archives. 12.00 News.

12.30 pm Fit for Living. 1.30 Calendar News. 12.45 Friday Film Matinee: "Vote for Huxley". 5.15 Here's Boomer. 6.00 Calendar (Emley Moor and Belmont editions). 6.30 Calendar Sport. 10.30 Soap. 11.00 The Friday Night Film: "Promise at Dawn".

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Waste goes by train

BY NICK GARNETT

A BRITISH RAIL diesel pulling 10 wagons left Newton Heath, North Manchester, yesterday for a 25-mile journey to a disused quarry near Wigan. The wagons were loaded with 30 containers holding 600 tonnes of pulverised refuse.

The trainload was part of a new waste-disposal system started last month by Greater Manchester, the metropolitan county council, and it combines a number of elements in a mix the county claims to be unique.

This system of refuse disposal is designed to complement other techniques and to help solve a looming crisis that affects almost every county in the country—rapid exhaustion of areas of land that can be used for the tipping of crude waste.

The West Yorkshire County Council, next door to Greater Manchester, is an example of how pressure on disposal systems has become acute. That county has been trying to set up a 10-year land bank for tipping, but has so far failed, and most districts in West Yorkshire are living hand-to-mouth and within two to three years will have nowhere to dump their rubbish, despite two efficient baling plants at Leeds and Bradford.

At a ratio of 15 to 1 in size, the bales then laid in blocks side by side in tipping zones.

Its problem is typical of many parts of the country. Diminishing land, tougher environment restrictions—particularly those of water authorities—and generally more awkward types of refuse to dispose of have compounded the difficulties.

Until now, the refuse from Greater Manchester's 2.6m people has been dealt with by eight land-fill sites, five incinerators

plants—which are expensive to run—a baling and metal-extraction unit, a compaction plant at Oldham, and some 80 large refuse disposal trucks.

The new system, which will complement those already in use to deal with Greater Manchester's 1.5m tonnes of refuse each year, involves huge pulverisation plants, which mash waste into a stable peat-like substance.

This is then hauled by British Rail to a site at Appley Bridge, near Wigan, which will eventually be covered by topsoil and converted into a recreation ground or some similar use.

If the system is thought to be unique for a council it is also a first for British Rail: the first

waste is expected to bring British Rail £5m in revenue over 10 years, of which about £400,000 will accrue in the first year.

The £7m pulverisation plant at Newton Heath is the first of three big rail-linked treatment grammes, the others being at Stockport and Wythenshawe. Two more are being discussed.

About 600 tonnes of waste can be treated on a normal day, and the plant—owned by Lombard North Central and operated by Waste Treatment on behalf of the County Council—has a total storage capacity of up to 1,300 tonnes.

Appley Bridge, operated by Wimpey Waste Management, has two quarries, and the capa-

more expensive than using land-fill sites, which the county says are the cheapest means of refuse disposal.

The estimated net cost of operating Greater Manchester's present refuse disposal system is £9m this year, which includes debt charges on the new scheme.

The Newton Heath plant has 20 tipping bays, which serve two main storage bunkers. Treatment involves water-spraying to suppress dust, the use of feed-hoppers to supply the pulverising drums, and refuse-shredder to break up particularly bulky waste before pulverisation.

A conveyor-belt system moves the pulverised material to filling machines, which discharge into containers. These are then loaded on to the rail flat wagons by two forklift trucks.

A similar system of forklifts and conveyor-belts is used at Appley Bridge to landfill the quarry. When the second quarry is in operation, 1.4 kilometres of conveyor system will be needed—the longest conveyor ever used to carry domestic waste.

Such refuse operations could catch on. West Yorkshire is already talking about the possibility of using British Rail to move waste from its Bradford baling plant.

AROUND BRITAIN will, in future, appear fortnightly on a Tuesday. The first column under this arrangement will be on November 10.

Arbitral appeals
OWING TO circumstances beyond our control, the Business and the Courts article was published yesterday in a garbled form. A corrected text may be obtained from the author, Dr A. H. Hermann, at the Financial Times.

U.S. jockey claims \$100m fall damages

RACING

BY DOMINIC WIGAN

AT A TIME when the racing focus is switching to National Hunt jockeys, of whom only a handful clear more than £10,000 in a season, the earnings of America's Flat jockeys may soon be in for plenty of scrutiny across the Atlantic.

While Willie Shoemaker heads for a probably unrivalled total of winners approaching the five-figure mark, Secretariat's pilot Ron Turcotte continues his pursuit of

an altogether different figure. Turcotte is seeking \$100m (£548m) in damages from the New York Racing Association, following his near fatal fall in a race at Belmont which came only a few strides after leaving the stalls.

Turcotte, paralysed from the waist down as a result of the accident, is finding his law suit a frustrating business which he may not see in court for a year or two at the earliest.

Matters have not been made any easier for his lawyers by the judge's recent ruling that the three stewards at Belmont on the afternoon of the incident cannot be called in the case.

The stewards present then were Gerry Burke and Kenneth Noe Junior, representing the New York Racing Association, and the Jockey Club's Bud Hyslop, who has since suffered a major stroke leaving him unable to speak.

Turcotte, whose \$100m claim exceeds the New York Racing Association's insurance coverage had helped Secretariat in 1973 to become the first horse in 25 years to land the American Triple Crown.

Returning to the English scene, backers should be wary at Newmarket this afternoon, for on the same afternoon a year ago the winners included: Hot

Money (33-1), Video Tape (25-1), Fire Mountain (20-1) and Himalia (12-1). The two best bets there this time look like Blue Cloud in the Potter Trophy, and Return To Me, who goes for the opening division of the Red Lodge Maiden Stakes.

Return To Me showed fine early speed on his racecourse debut at the last meeting here and looks the day's best bet, in spite of the presence in his division of Music Lover.

NEWMARKET
1.15—Tree Mallow*
2.15—Blue Cloud**
2.45—Modestine
3.15—Open Day
3.45—Return To Me***

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September 17, 1981

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THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

How to account for accountants

Managing a large partnership poses particular problems. Barry Riley reports on Touche Ross's solution.

IT WAS the American management guru Peter Drucker who declared the large multinational auditing firm to be "not manageable." According to Douglas Baker, managing partner and chief executive of Touche Ross in the UK: "We are trying to prove him wrong. We will prove him wrong."

The growth of large partnerships is one of the largely undisputed aspects of the business scene. It is only about 15 years since firms with more than 20 partners were actually illegal in the UK.

Since then the relaxation of the legislative constraints has permitted the growth of very substantial partnership organisations in a few professional fields—such as legal practice or stockbroking. Nowhere is this more true than in the accounting profession, where the past decade has seen a rapid process of consolidation of small and medium-sized practices to produce the present pattern which is dominated by the international Big Nine.

Yet the big accounting firms which have come to dominate the worldwide auditing scene. It has a complex international structure, but Touche Ross UK is a single partnership consisting, at the present time, of 155 British partners.

The man with the job of keeping this unwieldy organisation together and ensuring that such a large number of proprietors—not to mention 2,200 staff—work effectively together is Douglas Baker, who this year was elected for his third three-year term as managing partner.

The theory at Touche Ross is that the firm should be run as much as possible along company lines. This dates back over 20 years to when the firm was tiny by comparison, with only around 10 partners and maybe 100 staff.

The firm is controlled by an elected board, with an appointed managing partner who has quite extensive powers to manage the practice without reference to individual partners.

"We thought that if we were going to grow as it has turned out we have, we had to recognise the role of management in the practice," says Baker. As managing partner he has the responsibility of appointing the management group, which consists of about seven partners.

The managing partner of the firm has no direct client responsibilities. "We feel this would produce a conflict," says Baker. "That doesn't mean to say that the managing partner doesn't have an enormous amount of client contact, as he should do, but I don't have any responsibilities for audits or for tax affairs as such."

Supervision is by a board of partners, which is elected on a one man, one vote basis. The 16 on the board come up for re-election in the same way as company directors every two years by rotation. There are a few protective clauses to ensure appropriate geographical representation.

Both the management group and the board of partners meet monthly. But the partnership as a whole only meets annually, because of the problems and the cost of bringing 150-odd people together.

Yet Touche Ross is not a small family firm, nor is it a public company with remote shareholders. In this case, the executives are effectively the shareholders, and moreover they are people with highly independent attitudes.

"The professional chartered accountant has to be articulate and independent," says Douglas Baker. "But he also has to be prepared to understand that in a large business he has to subordinate some of his independence to an organised management. On the face of it, that would be a problem—but it works reasonably well."

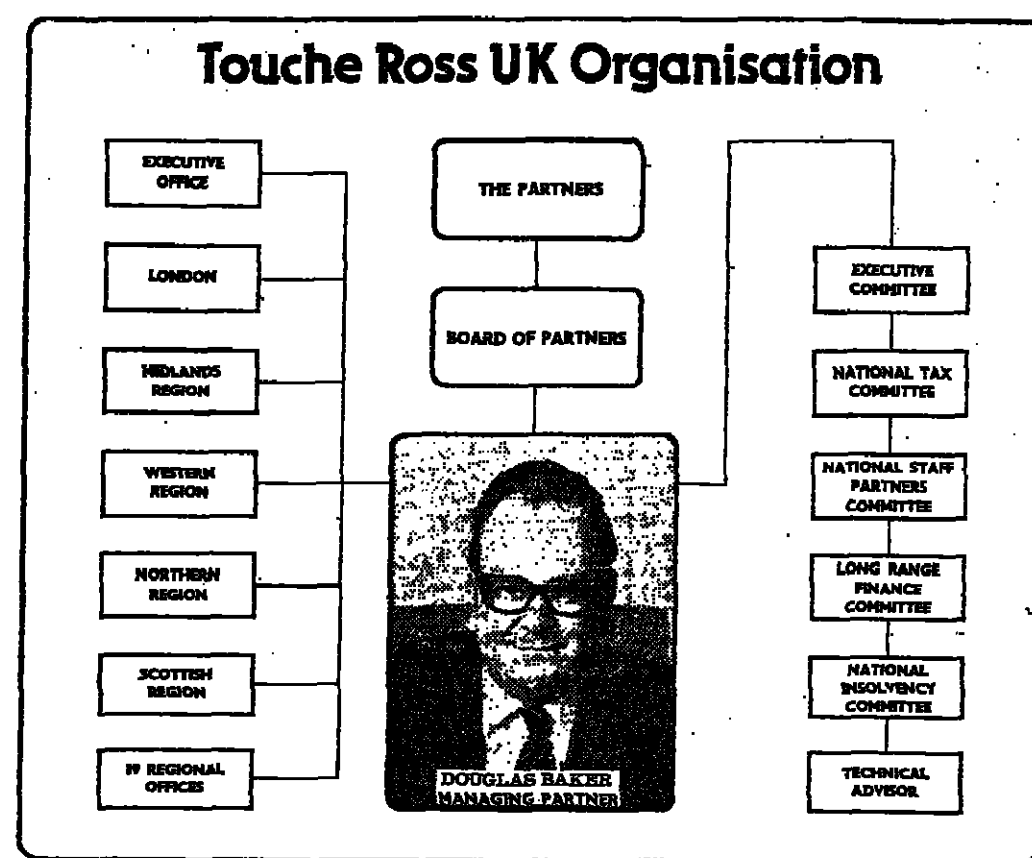
Conversation

Even in a company, of course, the managing director has to be re-elected periodically by the shareholders. But Baker points out: "They won't know him as well as those partners sitting out there know me. Every partner will at least once or twice a year have had a conversation directly with me, and will be able to judge—because they are accountants—whether things are going well or not."

A key element in the Touche Ross system is that it is organised around local offices as well as on a national basis. But although great emphasis is placed on the 22 local offices in professional terms, there is only a single national pool of profits shared between partners.

"The Touche Ross partner," suggests Douglas Baker, "would not distinguish himself in many ways from being a partner in, say, a local firm of accountants. I think if we have been successful that's the trick."

"We have preserved the independence of the partner, and his identification with a unit which is not so enormous that



he feels he's lost in the wilderness."

But in Baker's view any greater form of regionalisation would make it very difficult to operate a centralised management. Some of the other big firms apparently see it differently and still operate on the basis of regional profit pools. But such a system, he claims, would make it almost impossible to run the firm as a single practice.

"If I need someone to go to Timbuctoo and the most suitable partner is from Newcastle, by taking that man out of there you would damage that practice for the greater good of the international firm; and they would have to bear all the costs. They wouldn't do it."

He also argues that the regional concept encourages competition for the same business between different parts of the firm. "I believe that we are in competition with other firms. To have to be in competition with ourselves is just an added hurdle."

From the management point of view the performance of each office is studied very closely. Each one produces a monthly profit and loss account. But there is no direct link with the remuneration of partners.

In fact the number of units of profit allocated to each partner in Touche Ross is decided annually by the board of partners. It is done on an individual basis, taking in factors like age, length of service, location and

the more subjective concept of contribution to success.

Remuneration is not based upon equity participation. Many years ago Touche Ross abandoned its elaborate goodwill formula whereby partners could accumulate a substantial capital stake in the firm. It was rapidly becoming impossible for young partners to buy their way in.

More recently the growth of the practice has required an increase in the capital, though largely this has been achieved by holding back the distribution of the taxed profit. The eventual timing of payment is at the discretion of the managing partner—which gives Baker a useful weapon in his struggle to keep down the level of working capital.

Unpaid fees

"Professional men are very bad at sending out bills," says Baker. But the lower the level of unpaid fees the quicker the firm's profits can be paid out.

Like all British enterprises Touche Ross is currently affected by the recession, at any rate in certain parts of the country. The centralised structure means that partners in the harder hit offices are cushioned, but the firm's management has to consider when changes might be necessary.

In places like Birmingham Touche Ross has continued to recruit, taking the view that the recession will pass in due course. But Douglas Baker recognises that if conditions

remain poor for a long period of time it might become necessary to change the profile of the practice by shifting partners to growth areas.

Monitoring training and career development is a crucial aspect of Baker's job. As many as 3,500 people apply every year to join Touche Ross, of which some 300 are taken on, virtually all graduates.

Yet within eight to 10 years, which is the span between joining and becoming eligible for partnership, that number dwindles to a handful. The pattern reflects the fact that the big firms are the main training ground for the profession as a whole—so that many youngsters leave to go to smaller firms or out into industry where the majority of chartered accountants now work.

This high turnover rate is costly in terms of time and money, and it can annoy clients who would like to see greater continuity. "We are providing the chartered accountants for everybody," Baker points out.

Once the select few make it to partnership a concept of equality of status applies. But that does not mean that all get equal shares.

"If the partner's a really high flier—that we call an inside track man—he will do well very quickly. If he's more average he'll do well but not so quickly. And if it becomes necessary—if the chap changed, and suddenly went from being good to not so good—we would take him down."

Is there a limit to the size at which a partnership structure can operate efficiently? Douglas Baker does not think so, but he emphasises the need for individuals to work in identifiable units.

He points to the London audit practice, which employs over 700 people. "You cannot run that as one unit. I submit. We've broken it down to five or six groups so we have almost a practice within a practice. I believe it's good for the management of those units; it produces that little bit of healthy competition."

Yet it is crucial that there should be a highly developed co-ordination between the partners in the firm. Otherwise embarrassing differences in auditing judgments could crop up.

The scope for becoming still

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Pioneers—the anti-merger specialists

BY CHRISTOPHER LORENZ

"PIONEERING" European companies place more emphasis on specialisation than diversification and prefer internal expansion to mergers or takeovers. Though they give high priority to innovative products and manufacturing processes, they also devote considerable resources to marketing.

Despite all the difficulties and uncertainties, they consider that the 1980s offer more opportunities than the 1970s did.

These are some of the findings of a report on 100 European enterprises, published this week by the Geneva-based conference and research organisation, the European Management Forum.

The companies nominated as "pioneers" in the study were chosen by a 200-strong international jury. The eight nominees from Britain are: Barratt Developments, the construction and property group; British Home Stores, De Lorean Motorcars, Poseco Minsap, Laker Airways, Lansing Bagnall, Pitard, a small leather production group, and Rascal Electronics.

The nine companies from France include Airbus Industrie, Club Med, Matra, Novotel, and several smaller concerns. The largest national contingent, 14 strong from Germany, takes in Bertelsmann, Deimler-Benz, Duerr, IRI, Korf, Kraftwerk Union, Nixdorf, Rosenthal, the now troubled Volkswagen, and several less well-known names.

The purpose of the report, according to Prof Klaus

How to Succeed with Data Base, Windermere, November 9-13. Fee: £520 (plus VAT). Details from the Savant Institute, 2 New Street, Camforth, Lancashire LA5 9EX.

Management in Research and Development, Slough, November 9-13. Fee: £345 (plus VAT). Details from Urwick Management Centre, Baylis, House, Stoke Poges Lane, Slough, Berkshire SL1 3PF.

How to Select the Right Candidate, London, November 23-24. Fee: £103 (plus VAT) members, £123 (plus VAT) non-members of the British Institute of Management. Details from Conference Office, British Institute of Management, Management House, Parker Street, London WC2B 5PT.

Quality Control and Production, Luton, November 25-26. Fee: £135 (plus VAT) members, £145 (plus VAT) non-members of the Institution of Industrial Man-

agers. Details from Institution of Industrial Management, Industrial Management House, Clarendon Road, Luton, Bedfordshire LU1 1RD.

Public Speaking, London, November 25-26. Fee: £150 (plus VAT) members, £180 (plus VAT) non-members of the Institute of Directors. Details from Education Director, Institute of Directors, 116 Pall Mall, London SW1Y 6ED.

Payroll Management, for Finance, Systems and Personnel Management, London, December 2-3. Fee: £295 (plus VAT). Details from AMR International, 6-10 Frederick Close, Stanhope Place, London W2 2HD.

Modern Management Information Systems, Henley-on-Thames, November 22-27. Details from Henley, The Management College, Greenlands, Henley-on-Thames, Oxfordshire RG9 2AU.

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Friday October 30 1981

Mr. Reagan's opportunity

PRESIDENT REAGAN scored a notable and welcome victory in the Senate on Wednesday. His success in winning approval for the sale of Awacs radar aircraft and ancillary military equipment to Saudi Arabia has demonstrated that in this critical area of foreign policy he can govern through Congress and not in spite of it.

The Senate vote has simultaneously helped bind together the forces for moderation in the Middle East. Mr Reagan's determination to overcome strong opposition to the sale is the best indication of his Administration's concern for Arab allies and may in turn encourage them to continue positively to search for a Middle East settlement.

America's agreement to sell essentially defensive military systems to its key Arab ally came at a critical moment. A negative Senate vote would have weakened Saudi Arabia's pro-Western position at a time when fresh uncertainty had already been injected into the region by the assassination of President Sadat. The killing of Mr Sadat by Islamic extremists raised questions not only about the political stability of Egypt but also jeopardised the quest for Middle Eastern peace. While the eventual sale of the Awacs will in itself contribute little towards this quest, the atmosphere it has created may well prove productive.

Lord Carrington, the current president of the European Council of Ministers, will be in Saudi Arabia next week to discuss possible co-ordination between the so-called European initiative and Crown Prince Fahd's eight-point peace plan.

The importance of such co-operation, particularly if it eventually gives some American backing, could well become evident after next April when Israel is scheduled to return the final portion of Sinai to Egypt under the terms of the Camp David agreements. At that moment the remaining momentum of the Camp David negotiations could finally fade away. There is a broad measure of agreement with Israel the strongest dissenting voice—that Camp David accords have not forced an effective vehicle for negotiating a wider Middle East settlement which would include the Palestinians.

Conditions

Western and moderate Arab opinion is at one on the necessity of seeing the withdrawal from Sinai completed. If there is any value in European countries committing troops to the multinational force which will later police the border, it is that such a gesture may offer reassurance to Israel.

Confidence and the right to know

BRITAIN'S law on the acquisition and use of confidential information is unsatisfactory and ripe for reform. It consists at present of a series of precedents, which attempt to apply the common law concept of "breach of confidence" to issues ranging from the disclosure of confidential papers in investigative journalism to the exploitation of commercial secrets obtained illicitly from competitors. Rather than coalescing into a clear body of law which would reflect the growing importance and value of information in modern society, court judgments on these issues have curbed public access to information but, at the same time, have failed to protect individuals and businesses from serious abuses of confidentiality for which traditional common law made no provision.

Privacy

This is why the Law Commission, in its report on Breach of Confidence, published yesterday, argues strongly that case law is no longer adequate to deal with this area. The commission proposes that the existing common law should be abolished and replaced with a statute which could take account of the rapid technological change in the acquisition and use of information and could balance explicitly the public's need to know about what goes on in political and business life, with the desirability of preserving trust and privacy within organisations and between individuals.

The present common law deals only with information that is entrusted in confidence. It enables the person who provided the information to prevent it being disseminated or abused. But its relevance to the use of information which has been obtained by illicit means such as eavesdropping, telephone tapping or photography has never been clear. The commission's suggestion that information obtained by such means should be treated as "confidential"

would give the victims of such surveillance some redress against the abuse of the information obtained.

Although it may be a roundabout method of dealing with the general problem of bugging, which successive governments have attempted to evade, the commission's proposals for civil remedies against the abuse of information obtained by public officials as well as by private citizens would have the merit of introducing some measure of judicial control over this increasingly controversial area.

The granting of new types of remedies to the courts in cases where confidential information has been exploited for profit would also be a sensible measure.

The most controversial and far-reaching of the commission's proposals would involve a narrowing of the law of confidentiality. The idea of creating a statutory right to disclose information unless the courts find this to be against the public interest is an attractive one, particularly after the confusion that has ensued from recent cases such as the one last year between British Steel and Granada Television. The difficulty that even the Court of Appeal and the House of Lords found in enunciating consistent principles for deciding whether disclosures about matters of national political importance should be permitted is sufficient proof that the present law is a thoroughly unsatisfactory state.

The danger is that attempts to clarify the law may have the practical effect of limiting the scope of investigative reporting by the media. Although it is proposed that the onus of proof should be placed on the plaintiff who wishes to prevent confidential information from being disclosed, a great deal would depend on how the courts interpreted the guidelines laid down for deciding whether a piece of information is or is not of legitimate public concern.

THE CHAMPAGNE was flowing near midnight at the Mannesmann complex in Düsseldorf. Groggily buffed tables celebrated victory for the successful sub-contractors to the most grandiose East-West project ever devised.

That late night supper at Mannesmann signalled the fact that a 5,000 km natural gas pipeline to carry Soviet gas from Siberia to consumers in western Europe has moved an important step closer to reality. It was the decisive end to 18 months of negotiations and six years of spasmodic talks.

Doubts about Soviet intentions and fears of U.S. antagonism to the project slipped away in the general euphoria of work gained and revenues assured. It was a fitting climax to a day that had seen contracts for about £1bn of goods and services signed with Machinimport of Moscow.

For the Soviet Union, the celebration meant that the fourth phase of a massive network of pipelines, some for gas export, some for internal use, was falling into place. And it was a personal triumph for Mr Yuri Tserakissov, vice-president of Machinimport, the state buying agency (once expelled from the UK as a spy), and his 32-strong negotiating team.

For the U.S., present at the celebration only in spirit, it was a bitter-sweet occasion. Bitter because the U.S. fears increasing dependence on the Soviet Union; the Reagan Administration is trying to cobble together alternative supply plans. Sweet because nearly all the equipment rests on the technology of three U.S. companies—GE, Dresser and Cooper, which will gain from parts sold and licence money paid.

Indeed, the party at Mannesmann was like a roll call of GE's European turbine manufacturing associates. Present: AEG-Kanis of West Germany, John Brown Engineering of Scotland and Nuovo Pignone of Italy. Absent: Thomassen of the Netherlands, which fell by the wayside in the final stages and Alsthom-Atlantique of France, evidently without the capacity to make the turbines in the time necessary.

But the management contractors were there too. Mannesmann and Creusot Loire of France are in a consortium to provide 22 compressor stations, but all the compressors are based on U.S. designs. Nuovo Pignone was there in a contracting role too. Its compressors are the only part of the basic equipment not dependent on U.S. technology.

All were winners in Machinimport's contrived race. The losers included Cooper-Rolls, the 50-50 joint venture company which had been one of the U.S. makers of the RB211 engine, and Cooper Industries of the U.S., the compressor manufacturers. Salzgitter of West Germany, Mitsubishi of Japan and AEG-Kanis, which won only half of what it sought, gaining turbine orders but failing, with Salzgitter in a bid for the

western Soviet Union is a maze of gas pipelines, but the links affecting the West have grown in four phases. The first two, the Northern Stars line from Ukhta and the Friendship line from Orenburg used gas turbine technology from GE of the U.S. The third from Tyumen, used technology based on Rolls-Royce aero engines. The fourth phase involves running a pipeline for 5,000 km from an area south east of the Yamal Peninsula.

A lot of equipment, ranging from the pipes themselves (many of which will be supplied by Mannesmann of West Germany for phase four) to computer controls are needed for a pipeline. But the purpose of the basic machinery is to push the gas along the pipeline. This is done by a series of compressor stations, which are made up of a turbine to provide the driving force for a compressor to propel the gas along the line to the next station.

There is a distinction

general management contract. The origins of that race lie back in 1975 when a complicated exchange arrangement involving the movement of Iranian natural gas to the Soviet Union and the sale of Soviet gas to western Europe was conceived. The idea was never consummated. But at that time Mannesmann and Creusot-Loire staked their claim for equipment contracts in the belief that French and German gas purchases would eventually give them an edge in winning supplying contracts.

From the exchange arrangement came the idea of a pipeline to western Europe carrying gas from West Germany, Belgium, France, Italy, the Netherlands and Austria. It became a serious proposition in 1979. Then the third phase of the Soviet pipeline expansion had been completed—the Tyumen to Chelyabinsk line with complete compressor stations provided by Coherrow—the Rolls-Royce, Cooper-Bessemer, Williams Overseas consortium.

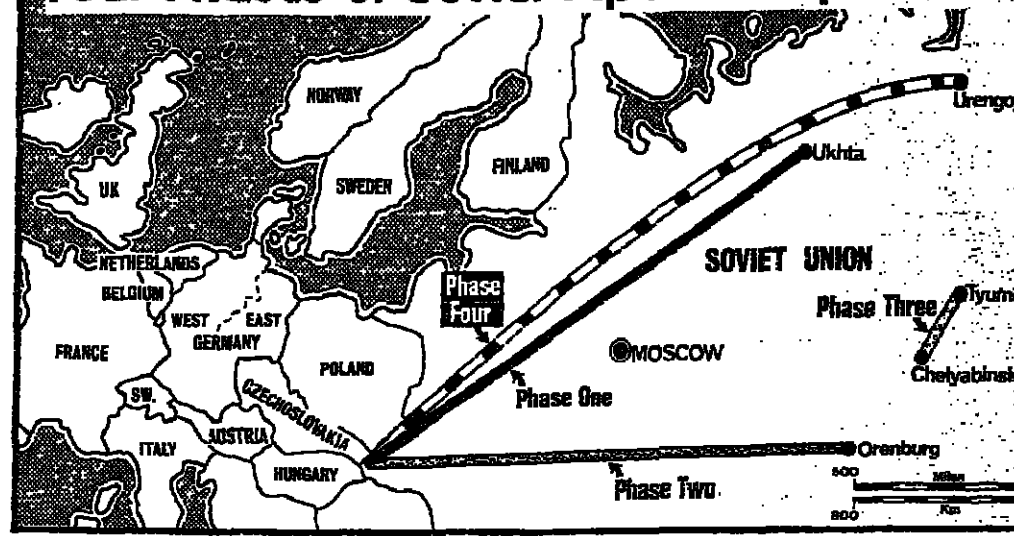
The choice of Coherrow for the third phase would colour the negotiations about to start for the fourth. It had shown that the Soviet Union was pre-

SOVIET GAS PIPELINE CONTRACT

How the deal was done

By Paul Cheeseright in London, Kevin Done in Frankfurt and Terry Dodsworth in Paris

Four Phases of Soviet Pipeline Expansion



pared to break away from use of GE-type heavy turbines into the lighter aero-derivative machinery where Rolls-Royce was striving for worldwide pre-eminence (as explained more fully in the caption to the map). It widened Soviet choices and made technical decisions more difficult to reach.

Gosplan, the Soviet planning authority, wanted the highest technology available. The Ministry of Gas wanted equipment it had been comfortable with over the past decade. During 1980 that bureaucratic battle would be joined. Against this background the potential management contractors were taking no chances. By mid-1980, traditional turbine manufacturers like John Brown—most of them GE associates—were being asked for budgetary estimates.

But between phases three and four of the pipeline development, Soviet negotiating tactics changed. When Coherrow negotiated phase three, the Soviet authorities did not enquire, did not seem interested in what the consortium would pay its sub-contractors. It had been the same with other European contractors on the earlier phases.

When the talks started in earnest, however, the contrac-

just completed, the Soviet Union had to make a basic choice on the nature of the driving force for the pipeline. The choice fell on the GE technology. GE has manufacturing associates in Europe and Japan—AEG-Kanis, Alsthom Atlantique, Nuovo

Pignone, Hitachi, John Brown Engineering, Thomassen—most of which have provided equipment in the past for Soviet pipelines. They compete among themselves—and with GE itself—but the rotating parts of turbines are provided by GE.

The key Soviet decisions were probably made in the last week of August and the first week of September. Then the Machinimport delegation returned to Moscow and there was at least one two-day meeting attended by Ministers. The main casualty of that fortnight seems to have been Cooper-Rolls. Although price talks continued into the fourth week of September, lack of Soviet confidence in the ability to maintain the lightweight turbines and the need to buy more lightweight gas heavyweights, reinforced the conservatism of the Ministry of Gas, the victor of the bureaucratic tussle.

The Machinimport delegation returned to Cologne to put the final squeeze on the bid. Here, the main casualty was the AEG-Salzgitter bid for the general compressor station contract. The terms had become too harsh. "We have our own idea of what general contracting is all about," said Mr. Schröder, "We gave our last price and then just said there was no more in it for us." The Japanese bid was nowhere to be seen, possibly a victim of Moscow's political differences with Tokyo.

That left Mannesmann-Creusot-Loire and Nuovo Pignone. The Mannesmann-Creusot-Loire management contract was not the normal type. The logic of the Machinimport negotiating tactics had taken away from the consortium the choice of sub-contractors, leaving only supervision and a pared-down management fee of 6.7 per cent of the project value.

"We can only make money by exemplary management of the project," noted Mr. Jean Courbons, general manager of Creusot-Loire's energy division. "The engineering is fundamental. If we have got it right, if there are no technical problems, then we can deliver on time with a profit. We shall be all right."

With Italy buying gas and the group emerging as the chosen instrument of the Italian Government, a contract naturally followed. But because Nuovo Pignone is providing all the basic equipment for the southern part of the line, it is receiving no general management fee like Mannesmann-Creusot-Loire.

Machinimport had screwed the price down tightly, but even as the contract was signed in the early hours of September 29, just before the end-of-the-month deadline for taking up a French export credit—a fog of questions remained. The issue of the gas price was unresolved, and what happens to the pipeline when it reaches the Czechoslovak border is unclear.

been eliminated from the negotiations would be another summons. Respectively, the companies pick out three distinct stages. There were the technical talks, which finished in August, overlapping with the financial and then last of all the final pricing.

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The symbol of that greater urgency was the establishment, in May, of a headquarters in an elegant suburb of Cologne. A suite of offices on the third floor of a building was taken. On the second floor was GE.

The major suppliers kept missions in Cologne. Negotiations went in spasms. Mr. Tserakissov would call company representatives in. They would talk and the companies would go away again. The only way a company would know it had not

Additional research by Mark Meredith in Edinburgh.

THE MAJOR CONTRACTS

NORTHERN PART OF THE LINE					
22 Compressor stations through Mannesmann-Creusot-Loire consortium					
Header station	Total turbines	Type	Manufacturer of turbines	Compressor manufacturer	Compressor licensor
14 stations	5	GE Frame III	AEG-Kanis	Demag	Dresser Clark
7 stations	21	GE Frame V	AEG-Kanis	Creusot Loire	Cooper
19 compressor stations through Nuovo Pignone					
57	GE Frame V	Novuo Pignone	Novuo Pignone		

Men & Matters

Sit. Vat.

Old Hong Kong hands, in the City are sniffling with derision at the terms being offered for one of the investment world's most difficult jobs, that of commissioner for securities in the Crown Colony.

"Anyone who takes it is a maniac," one broker informed me after considering the advertised £21,070 salary plus 25 per cent (taxable) gratuity.

Hong Kong's investment community is lively at the best of times. But the 30 per cent fall in the Hang Seng index since July coupled with the Government's plans to unify the four stock exchanges, curb insider trading and tighten up takeover bid rules have left the swashbuckling business tycoons unusually jumpy.

The last commissioner resigned suddenly last month after a period of extended leave and a year before the end of his term. The Government turned to the City for help, and Robert Fell, 60, the London Stock Exchange's chief executive, is on his way next month for a six-month stint while a new man is recruited.

The number of people willing to contend with the job for a longer period must be very small, not least because of the high cost of living in the colony. But so far, six inquiries have been received at the Hong Kong Government's London office.

Mixed fortunes

It was a good day and a not-so-good-day for Barclays Bank's Italian business yesterday. In London, Ken Bromley, group general manager for Barclays Bank International (Italy) was at the Hilton to receive an award from the Institute of Marketing for a long-range plan designed to strengthen the group's Italian presence. But meanwhile in Milan, Bar-



"It's part of the productivity deal—we've had to grease the pole!"

clays Leasing International SPA—known as BLISS—was preparing to absorb losses from a machine tool deal which has come a cropper.

It seems that BLISS was introduced to Mr. Gianfranco Malosso in Turin. Malosso is a trading company there called SICMU which trades in machine tools.

Barclays in Italy, reads the bank's official statement, "loaned money to SICMU against the security of machine tools. Due to the recession and a substantial drop in the machine tool market, SICMU has run into liquidity difficulties."

Bromley took time out from the awards ceremony yesterday to declare that "there is absolutely no question of any Barclays company going broke." But he did say there could be some losses stemming from the Malosso venture.

Where did Malosso come from? "He was respectably introduced to us," answered Bromley. "What went wrong?"

"Turn as a whole is almost a disaster city and there are a lot of companies in difficulties, so there will be many people having an anxious moment."

Did the potential losses, rumoured to be around £5m, disturb Bromley's enjoyment of the awards ceremony? Not a bit. "If there are any losses, they will be quite easily absorbed by the company."

Oliver: no more

"I have been unhappy for some time... It was a complete and utter nightmare. For two-and-a-half years I was lying awake at night, wondering who to fire next, confessed former big-brother financier Oliver Jessel after his resignation as chairman of Charles Clifford Industries.

Clifford is in the metal-bashing business, and Jessel found it all too much. "I am a wet-totally out of step with Government policy, which has been disastrous for companies like this."

He now intends to concentrate on his Jessel Trusts and Rolaco. He hopes to bring the latter company, which earns most of its money from domestic appliance distribution, to the Unlisted Securities Market.

Jessel will, however, keep links with Clifford. Rolaco owns 27 per cent of the shares, and Konrad Lezz, who sat on the Board of Jessel Securities in the golden days of the early seventies, remains chief executive of Clifford.

During his three years at Clifford, Jessel cut the workforce back from 610 to 290. The Board now thinks in four which is says Jessel, "three too many for a company of that size."

Back to back

Returning to the Commons from political exile in Stormont for Tuesday's "no confidence" debate, Northern Ireland Secretary Jim Prior made it plain

that absence has not made his heart grow any fonder of the Government's economic policy.

A major talking point at Westminster yesterday was Prior's decision, when he entered the chamber during the Chancellor's winding-up speech, to ignore the vacant seats on the Government front bench. Instead, he kept his distance from Sir Geoffrey Howe and the Prime Minister by choosing a seat on the Tory back benches. Unsuccessful attempts by the Government whips to entice him into joining his Cabinet colleagues on the front line merely served to emphasise the deliberate nature of the snub.

Snap judgement

Leica—the photographic company immortalised in the review of the play "I Am a Camera," which read simply "Me no Leica"—has found a ready publicist in Earl Spencer, father of the Princess of Wales. "Best cameras in the world—always used one," said the good Lord yesterday morning as he presented the prizes for a joint Leica-British Rail contest for snaps of modern railway technology in period settings.

As befits the father of the bride, Lord Spencer is developing a dazzling line in royal chit-chat. "How long have you been doing photography," he asked one winner. A year, came the reply. "Ah, you started when you were younger."

BR chairman Sir Peter Parker was also in the mood for a well-turned phrase. Thanks to the board's policy of turning up its historic buildings, he remarked, "you may have noticed the return of the Pink Panthers."

Cross line

"Coinless payphones," fumes a correspondent, "would British Telecom not be better employed devising a painless coinphone?"

Observer

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Friday October 30 1981

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Management Buy-outs

WHO BOUGHT WHOM

A Selection of the
1980-81 Buy-outs
Page 7

Buying control of a company is a bold step for a manager, but during the last few years large numbers of small and medium sized concerns have been taken over by the people who run them. This survey is a guide for those who are contemplating the same path.

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FOR SALE

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COMPRISING

HAROLD	A Managing Director	aged 52	A highly skilled manager
SMITH	A Financial Director	48	Extremely able
EDDY	A Production Director		
PECK	An accountant		
PALMER	A works manager	42	A sound worker
BROWN	A sales manager	41	A good pen pusher
BRYANT	A salesman	42	An energetic worker
BENTON		40	
BLAKE	A maintenance engineer	36	Well practiced
HAVERS	A draughtsman	41	Straight & experienced
PRINNY	A foreman	45	A sound worker
BROCK	A chargehand	48	
WHITE	A clerk	29	
GRAHAM	A secretary to the	40	
	forementioned Harold		

AND A FURTHER 96 STALWARTS

It used to be
called slavery.
Today it's called
rationalisation.

Rationalisation can seem pretty rational. Especially when you're on the receiving end.

Suddenly you can find yourself, your fellow directors and the company you've all worked hard for, up for grabs.

The "For Sale" notice can be hoisted for more than one reason.

A popular one being that you're profitable. Your parent company is going through a sticky patch and needs the cash.

Or maybe you no longer fit in with the "Grand Plan."

Or the shareholders have decided it's time to capitalize on their investment and part company with the company you work for.

Whatever the reason, it's not pleasant being given the once-over by prospective purchasers.

So why not come and give ICFC the once-over, instead?

Not only have we pioneered 'management buy-outs', we have completed more than everyone else put together. Generally providing the lion's share of funds needed.

But money is not all we provide.

Experience and help are our other credentials.

(After all, we haven't assisted over 6,000 small companies with between £600-£700 million of finance without learning a thing or two).

But more so, we won't even seek a seat on the board.

All we ask is a commercial return on the money we invest and a minority stake in your equity.

A small price to pay for your freedom.

ICFC

Richard Lambert looks at the vogue in incentive financing and the qualities and the considerations necessary for a successful buy-out

How to prove the courage of your convictions

IN THE PAST two or three years, the managers of several hundred small and medium-sized businesses have taken a bold and far-reaching step. For a host of different reasons and in a variety of ways, they have acquired a big shareholding in the company which they run.

Management buy-outs or incentive financings, as they are sometimes called, have become the vogue in corporate finance. All the clearing banks are involved, and specialised institutions have been set up to do nothing else. The merchant banks, which 10 years ago were encouraging the urge to merge in British industry, are now preaching the virtues of independence and de-conglomeration.

Put simply, a management buy-out is a transaction whereby the executive managers of a business join with financial institutions to buy that business from its present owners. The institutions put up most of the money in the form of debt and preferred capital, and are content to take a comparatively small part of the equity. The

managers put all the money which they can raise into equity.

This means that for a relatively small part of the total consideration — often under 20 per cent — they are left with a large shareholding in the company. Often they have control. The risks and rewards which come with the ownership of equity capital are concentrated in their hands.

The hope is that this will produce a new entrepreneurial spirit in running the business. Many managers of subsidiary companies reckon that head office charges too much for its services, and that given a free hand, they could make things hum a little. A management buy-out gives them the chance to show how.

There are three main reasons for the growing popularity of this type of transaction. One is the recession, which has forced large holding companies to re-examine their portfolio of businesses and concentrate their resources on mainstream activities. Those which do not fit into their long-term plans may be sold to a third party — or to its managers.

High interest rates make a cash sale attractive. Buy-outs are invariably for cash, whereas an outsider may prefer to offer some kind of paper — if he is interested at all in the present gloomy climate.

For their part, the managers will probably feel that interest rates over the long term are more likely to fall than rise from present levels. If their business projections suggest that they can survive for the next couple of years, they may be forgiven for feeling that they can survive anything.

Potential snares

A second reason for the trend is that it has been actively encouraged by the Government. Company and tax legislation has been modified to make it easier to put such deals together. There are still many potential snares, however, and it is important to get good specialist advice when planning such a deal.

A third reason for the growing number of buy-outs is simply that word is getting about that they are possible.

Until recently, it would never have occurred to managers that it might be possible for them to take control of business worth, say, £1m or more.

Even if it had, they might understandably have felt nervous about getting involved in a new type of management — becoming number one in the firing line, rather than standing behind the comfortable shelter of head office. But now there is no shortage of people to whom they can turn to seek money and advice. This survey is intended as a preliminary guide to the possibilities.

A business which is a candidate for a management buy-out requires two qualities above all others. The first is sound management.

Its executives are going to have to persuade financiers to build a tower of debt on an unusually narrow base of equity. To do this, they will have to present a thorough commercial assessment of the prospects for their business. They will probably have to make a detailed profit forecast for the following year, and offer outline

indications for some years thereafter.

They will have to show that they have the personnel to fill key jobs, or else that they know where to find them. They may have to accept a non-executive director or chairman to monitor their performance.

They must be expected to be grilling on every aspect of their motivation and plans. Job preservation is probably the worst reason for embarking on a buy-out. If a business is not viable, then it cannot make sense to take out a second mortgage to buy it.

In talking to potential backers, the managers' task will be a lot easier if they can point to a successful track record in the shape of profits achieved in past years.

The second key criterion concerns finance. A business which is to be bought out must be capable of producing a steady stream of profits. It must generate sufficient cash flow both to maintain itself in real terms (and perhaps to take advantage of the odd opportunity that might occur) as well

as to pay off the heavy load of loan capital which will result from the buy-out transaction.

The managers must be prepared to stretch their own financial resources as far as they possibly can. In the financiers' eyes, this will have the dual benefit of reducing the amount of debt to be serviced and of giving the executives an enormous incentive to do well.

There are no hard and fast rules about how large a proportion of the total purchase price should come from the executives themselves. As a rough guide, the institutions would probably require a lot of convincing before agreeing to put up more than about 90 per cent of the total package.

Buy-outs are by no means restricted to particular sectors of manufacturing industry. The specialist financial groups say they will look at any activity — in the service industries as well as manufacturing — which fulfils their main criteria. But there are a number of business characteristics which, though not essential, will be certainly helpful to a buy-out candidate. Good-quality fixed assets are

a bonus, especially if the reshaped company is going to have a lot of debt. They will improve the degree of security which can be offered to backers (which should in turn reduce the cost of their loans).

A business which has a good spread of products or services is less likely to run into a cash flow problem than one which is more narrowly based. A good market share is a comforting feature, too, because that will make it harder for competitors to knock it into trouble.

Deeper purse

On the other hand, a high level of research and development spending might suggest an unsettling vulnerability to technological change. Similarly, high spending on advertising might indicate that a competitor with a deeper purse could put it out of business.

Labour relations are obviously an important feature, too. And managers whose plans depend on the success of new products or services will have a much harder time finding backers than those which can

point to an established business. Will buy-outs help the development of the economy as a whole? There have not been enough of them yet to make much difference either way, and the track record in the UK is too short to mean much.

Experience in the U.S. has been longer, and it is generally encouraging. The failure rate seems to have been relatively low, and the transfer of assets from inefficient owners into direct control of committed managers has brought results.

However, it says pays to be a little wary about fashionable trends in corporate finance. If too many backers get on to the bandwagon, there is a danger that managers will be encouraged to pay excessive prices to buy control of their firms. The difference between a big success story and a undercapitalised lame duck is probably no more than about 2 months' bad trading.

Buy-outs are a healthy and welcome step in correcting the over-concentration of industry, but they do not by themselves create new wealth. That is up to the managers.

Legal and taxation pitfalls can trap the unwary

YOU KNOW how to make the product and you are convinced you can sell it at a profit. You can scrape up the money to give you a reasonable stake in the business you want to buy from your employers, but what are the legal and tax obstacles?

A management buy-out on any of the lines you may be considering requires detailed tax and legal planning but the clauses contained in the current Companies Bill should make your life immeasurably easier than hitherto. Nothing is certain until the Bill has been read in the House of Lords and the principal venture capital firms are crossing their fingers until the Statute is enacted. Probably sometime next month, but it now seems probable that the provisions of the 1948 Companies Act, Section 34, will be relaxed. A company will be able to buy its own shares and, perhaps more importantly, a private company will be able to give financial assistance to ambitious managers to buy shares in the company. Since the new clause has not

yet been entered on the Statute Book it is worth remembering what Section 34 says.

"It shall not be lawful for a company to give, whether directly or indirectly, and whether by means of a loan, guarantee, the provision of security or otherwise, any financial assistance for the purpose of or in connection with a purchase or subscription made or to be made by any person of or any shares in the company or, where the company is a subsidiary company, in its holding company."

Best option
What the section meant, and still means, is that the new company, formed by the buy-out team, cannot use the assets of the business as security for the loan required as consideration to the vendor. Put another way, you cannot pledge the assets you want to buy. The best option until now has been to liquidate the business and transfer its assets to a new company, but this carries a big potential capital gains tax liability.

But, in keeping with the help the Government is trying to give small businesses, the Companies (No. 2) Bill contains Clause 41.

Clause 41 will allow private companies to provide financial assistance for the purchase of its shares with one or two provisos. Financial assistance can be authorised provided the company's net assets are not reduced, or if such help does reduce reserves, assistance is provided from distributable profits.

The new clause does not apply to the subsidiary of a publicly quoted company. Although, if all goes well, the group you want to buy from is able to give some financial assistance, the blithe assumption of all the management experts is that you will borrow very heavily against your personal assets to deliver your own personal stake. It is important therefore to obtain all the available tax reliefs.

To receive relief against the interest you will be paying you will have to meet three criteria. You will have to show that the

company you intend to buy out is a qualifying company, a close company and that you have a material interest in it.

MATERIAL INTEREST
As an individual director, you must have more than 5 per cent of the shares to obtain tax relief on loan interest.

You will need to show that your company will be controlled by no more than five people — that you and not more than four other executives have over half the voting capital.

This is one of the areas which is going to cause problems unless the rules are further amended. The big venture capital organisations, such as Industrial and Commercial Finance Corporation (ICFC), are seeing more and more of what they call "syndicated" buy-outs. For one reason or another, the big lending institutions are willing and able to take on more of the required lending, leaving the entrepreneur with a minimal stake. One firm syndicated buy-out quoted by ICFC recently left the new managers to find just £175,000. In this case, they

could not claim relief since they held less than half the voting capital.

If, as the evidence suggests, the concept of management buy-outs is snowballing, the manager left as a minority in deals of ever increasing size will have to find a more lenient definition of close company status if he, and eventually his large scale backers, are to remain interested.

QUALIFYING COMPANY
To qualify, a company must be either a trading company, a member of a trading group or derive three quarters of its income from a 51 per cent owned trading subsidiary.

CAPITAL TRANSFER TAX
Backing your own judgement, you have put everything you own into the business which, inevitably, has become your largest personal asset. CTT can be levied by spreading your interest among your intended heirs as soon as possible. The onus of CTT can, with forethought, be eased by gifting your assets in plenty of time and the limit of annual trans-

fers has recently been raised.

You will run into the same tax provisions which apply to share incentive schemes if, as often happens, you are able to buy shares in the buy-out company at a discount to market value, or you are able to defer the full purchase price.

The Inland Revenue terms such a discount or deferral as an interest free loan which will be taxed as a benefit in kind. Until the shares are sold or the full market price has been paid, you will pay income tax on the interest you would have paid had the "loan" been interest bearing.

When you come to sell the shares eventually and have not already made up the discount, you will be liable for the full amount of the interest free loan which will all be charged in the year of disposal. Should you sell at above the market value previously agreed with the Inland Revenue, the premium will be charged as income in a single year and not as capital gains tax rates.

Ray Maughan

There are several ways in which a company can be bought out and its equity distributed. Richard Lambert details how three such takeovers were effected

Different faces of financing

Company A

HEAD OFFICE is prepared to sell a division for £200,000 to the two managers who run it. The division has net assets of £300,000, including a freehold factory valued at £160,000.		
The managers raise £50,000 through second mortgages on their houses. A city institution agrees to put up the rest in return for a minority shareholding and the appointment of a non-executive director with a financial background.		
The institution puts up equity capital of £25,000, a preference share subscription of £50,000 and a long term loan of £75,000 secured on the property. An overdraft facility of £30,000 secured by a floating charge debenture is arranged with the local clearing bank to provide for working capital needs.		
The managers put their £50,000 into equity — which gives them two thirds of the votes in the company. The balance sheet after the buy-out has been completed would look like this:		
	Fixed assets	400
	Current assets:	170
	stocks	120
	debtors	130
	less creditors	120
	Net current assets	30
		00
Financed by:		
Share capital:		
ordinary shares	75	
preference shares	50	
		15
Capital reserves (excess of net assets over purchase consideration)	10	
		25
Long term loan	75	
		30
Example taken from "Money for Business" published by Bank of England and City Communications Centre.		

Company B

THIS IS a much larger proposition than Company A, and the managers decide that it would not be sensible for them to attempt to secure a majority shareholding in the equity. The purchase price is £2.35m, while fees and other expenses will take the total consideration up to £3m.

In this case, the five managers decide that they can between them raise £100,000, and that they will be content initially to take 20 per cent of the ordinary equity. They agree an incentive scheme with their city backers which will take their shareholding up to 25 per cent over a five-year period, provided they meet their target.

To keep the overall level of gearing within limits, the city institutions agree to put in part of their money in the form of preference capital. The package then looks something like this:

Bank loan (five years)	£1.5m
Redeemable preference shares (6 1/2 years)	£900,000
400,000 "A" Ordinary shares (£1.25p)	£500,000
100,000 "B" Ordinary shares (management)	£100,000
	£3m

Example quoted by Cando Investments.

Company C

MANAGERS AND staff of the National Freight Company are currently putting together what would be by far the largest buy-out yet completed in the UK. The Trade Secretary has agreed to privatise the business by selling it to its staff for £53.4m.

Such a sum was far too much for a handful of managers to contemplate, and anyway NFC wanted to give all its 26,000 employees a chance to participate in the business.

The top 10 managers have already indicated that they will put up a total of £250,000. The next 100 in the hierarchy are talking in terms of about £7,000 to £8,000 a head, while the 2,000 middle managers have indicated that they could be good for £1,500 to £1,600 per head. Of the rest of the staff, roughly 80 per cent have shown some degree of interest in taking part.

From the start, the initiators of the scheme have made it clear that they will only go ahead if the staff is left in overall control of the business. The precise details have yet to be finalised. The preferred solution, which relies on the passing of the 1981 Companies

Bill, might look something like this:

The managers and staff together put up about £4.4m in the form of equity capital. This gives them 82.4 per cent of the votes. A group of banks put up the best part of £1m in equity, which leaves them with the other 17.3 per cent of the votes. The rest of the money comes in the form of 10-year loan capital, secured on the underlying fixed assets of the business.

In the first two years, only interest is repaid on the loan. Capital payments start thereafter, in annual tranches of £5m rising to £8m towards the end of the 10-year period. The loan brings with it various covenants, requiring, among other things, certain relationships to be maintained between bank borrowing and net assets plus a minimum level of interest cover. In the early stages rising to cover of 2 in 1982-83.

The banks also provide working capital facilities of £30m of which NFC only expects to draw down a relatively small amount. Total interest costs, including working capital finance, could be around £11.5m a year at current rates.

RECENTLY, THE DIRECTORS OF A £2 MILLION COMPANY HAD THE CHANCE TO BUY IT OUT. HOW MUCH DID THEY HAVE TO PUT UP THEMSELVES?

If you're expecting the answer to run to at least six figures, you're in for a pleasant surprise.

You see, all the Directors needed to raise was £80,000.

The remaining part of the equation was arranged with our help.

Together with another financial institution, an equity and loan funding package was arranged that will mean, depending on the company's success, the management having a controlling stake in their business.

Of course, to arrange this kind of package we need to hear a very convincing argument.

But that shouldn't be too difficult. Otherwise, why would you want

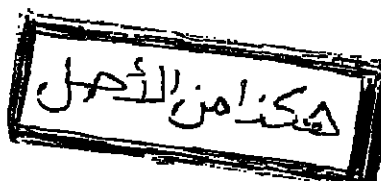
£546,000?
£80,000?
£1,900,000?
£263,000?

to buy out the company in the first place?

If you and your parent would benefit from a mutually agreed parting, why not talk to us.



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and ask for Clive McIntock.



MANAGEMENT BUY-OUTS III

The market for advice has grown rapidly. Duncan Campbell-Smith looks at a dozen leaders

The right help is vital in preparing the right deal

FIRST CATCH your hare, as the famous recipe has it. Ambitious managers looking to prepare the complicated sort of deal usually associated with management buy-outs should be sure to have a sound business plan fully conceived before knocking on any doors, in the City or elsewhere.

Without a good story, aspiring entrepreneurs are unlikely to win the support of an institution which will stand by them through the first difficult years

of independence. Assuming they make the right approach, on the other hand, they will find a shortage of first-rate institutions ready and eager to put a deal together.

The importance of finding the right kind of assistance should not be underestimated. Buy-outs can require a degree of expertise not always available from all of the institutions now shopping around the market—perhaps as many as 25, according to one leading partici-

pant. Some have only become interested in the last year or so.

"We know of three Edinburgh investment trusts who offered a company's management £1m for a buy-out the same afternoon they sat down together for the first time," said a director of one of the clearing bank's subsidiaries. "Two months later, the managers discovered from the Inland Revenue that they had embarked upon a scheme constituting illegal tax evasion."

The general consensus of the marketplace is that there are not much more than a dozen bona fide buy-out specialists. There are even fewer if the field is narrowed to only those who handle buy-outs which leave managements with a majority of the equity. But this would exclude a few notable participants who concentrate on deals—referred to by some as "incentive financings"—rather than proper buy-outs—which

leave a minority stake to the managers and divide the rest of the equity among a number of outside investors.

Adopting the broader definition, the following list of specialised institutions, merchant banks and clearing bank subsidiaries gives a fair impression of the range of available advisers. (Some additional institutions are reviewed elsewhere as providers of funds.) These deal-makers share

many characteristics—not least their conspicuous reluctance in today's market to rule out any hypothetical approach as being beyond their brief. All emphasise the pragmatic nature of their business. Most insist that it predated the present vogue for "buy-outs" by several years. The specialised institutions point to the U.S. precedents with some enthusiasm. The clearers' subsidiaries all stress the useful comprehen-

siveness of their in-house services.

There are also important differences of attitude between them, not all of them noted here, which should be explored by potential clients at an early stage. For example: how much can the deal-maker assist business planning? Will he involve himself in sale and price negotiations? What management involvement will he seek after the deal? How long will

he be happy to keep an equity stake? What sort of financial returns is he seeking? What alternative financial packages can be proposed for the buy-out? All of which leaves one question which few will ask and most will hope to see unanswered: what will the deal-maker do if things start to go wrong?

Here is a selection of leading deal-makers and some of their answers:

Candover Investments

THE FIRM has completed six deals since starting up just over a year ago. The only institution set up specifically to handle buy-outs, Candover has close relations with ICFC but is usually only interested in deals over £2m. Management generally retains about 20 per cent of the equity. Candover has invested about £1m of its original £2m capital and now has plans for a substantial capital increase. Has a powerful group of institutional shareholders plus notable financial and industrial figures on the Board and a widely respected management. Keen on offering incentives to management. Will sometimes negotiate a purchase itself but thereafter does not want to manage the new team. "We just want to avoid any



Mr Roger Brooke

nasty surprises." Likes buy-outs to be "the least artificial in structure, the better."

Contact: Mr Roger Brooke or Mr Stephen Curran, 01-583 5090.

ICFC

ICFC has 18 branch offices around the country, is easily the dominant force in the market and still "going like a train." Most deals are under £2m and leave ICFC with a third of the equity at most. Preferred stock invested for a 10-12 per cent income and loan capital generally provided at a fixed rate, currently about 17 per cent. A strong management team has full in-house resources, years of experience and no hard and fast rules. Often fully involved in purchase talks but leaves post-deal relations to a nominee non-executive director where possible.

Contact: Local area office or Miss Sue Palmer at head office, 01-928 7832.

Midland Bank Industrial Finance

MBIF HAS a rather distinctive approach in that, like ECI, it lays a heavy emphasis on shareholders' capital rather than debt. "A lot of people in the marketplace get worried when they see high debt ratios. We have

some customers who might not have survived at all had we left them with the more normal package." MBIF relies for its return on preferred stock dividends rather than pre-tax interest charges and this, it says, affects its general

attitude. It stays close to the new company after the deal and provides non-executive help to the board "which has invariably played a useful part."

Contact: Mr David Hutchings (01)-638 3861.

Guidehouse

SET UP in August 1980 by David Michaels, Guidehouse sees itself "as a mini-merchant bank." It acts primarily as a financial adviser in a number of situations, including buy-outs. It does not make any investment itself and generally aims to find outside investors

who will leave management with 20-49 per cent of the equity. Most clients are in the £100,000 to £350,000 range of annual profits. Mr Michaels has assembled a team of executives with acknowledged small business expertise. He stresses their independent role

— "we act always and only for the management who are doing the deal"—and aptitude for the buy-out which might benefit from a sophisticated variant of the normal structures.

Contact: Mr David Michaels (01) 606 0088.

Charterhouse SUMIT

THIS MERCHANT Bank sees buy-outs as a natural extension of its traditional direct investment business. Limited to date to deals leaving management with minority of equity and has committed about £5m. Strong financial resources—might invest up to £2m in an attractive minority holding alongside other institutions. Looks for a net discounted profit of about 15 per cent at least over life of investment. Take arms length approach to both negotiations of deal and subsequent management but has wide experience in investment management to assist where necessary.

Contact: Mr J. E. Bowman (01) 606 7070.

SUMIT WAS set up in December 1979 by 11 institutional investors as an alternative to ICFC in the Midlands. Has arranged two deals in Birmingham and stresses the advantages of its provincial base there. Has some financial muscle but is a shoe-string operation run by Mr Ran Meinertzhagen. "We can call on whatever resources we need—but we can also move very quickly without reference to strings of other people."

Contact: Mr Ran Meinertzhagen or Mr Nicholas Talbot Rice, (021) 236 5801.

Gresham Trust

GRESHAM HAS completed four buy-outs in the past month. It looks to invest up to £400,000 of its own in share capital, seeking a good basic income "and the prospect of an increased flow as profits grow." Requires the right to board representation, which it takes on a non-executive basis.

Contact: Mr Michael Carr (01) 806 6474.

Pegasus Holdings

PEGASUS IS the new development capital subsidiary launched by Lloyds Bank on September 15. It seems likely to establish a significant place in the market drawing on the resources of the group's Business Advisory Services which have already won Lloyds a strong presence elsewhere. In the small businesses sector.

Contact: Mr Bob Hamilton (01)-626 1506.

Barclays Development Capital

BDCL HAS invested about £6m in 13 buy-outs since starting up in mid-1979. Barclays Development Capital has a nine-man team, all of whom worked in industry before donning their bankers' hats. Expects fully to assist management in assessing the potential of the target business and to contribute to its subsequent development, not least by providing "an independent sounding board." Looks hard for genuine entrepreneurial commitment and

not just "the continuing employee mentality." Management's personal capital commitment seen as an important self-screening process. BDCL identifies the bankers' key skill largely with the task of minimising capital servicing costs in a company's early years. Has worked closely with its parent, Barclays Merchant Bank, in assembling the National Freight Company £53.5m staff buy-out.

Contact: Mr Michael Cumming or Mr Graham J. Williams (01) 623 4321.

County Bank

COUNTY BANK is the National Westminster group's merchant bank and has already completed 15 buy-outs this year. Like all the other clearers, it emphasises "the enormous forward momentum" to be gained by keeping all aspects of one deal under one roof where possible. Wants to see "a successful track record or a convincing explanation of past failures." Majority of its buy-outs have been for manufacturing companies, but service companies could also be attractive. Generally leaves 75 per cent or more of equity with managers. "We probably take less equity than most of our competitors—but we have as many or more ways of channelling in as much money as is needed."

Contact: Mr Andrew Davison or any Finance Division director (01) 638 6000.

Equity Capital for Industry

UNDER Mr Tony Lorenz, ECI, another recent entry, has instigated four deals in the last six months. In a syndicate of investors it likes to be the largest. (It put £1m into the Ansephone buy-out). Generally seeks to avoid high gearing "which can exhaust a young company's borrowing capacity." Concentrates on shares structure, therefore, and likes to see management retain the largest stake if not the majority. Thinks the market should be wary of two pitfalls: "First, where management has pursued the deal not out of entrepreneurial boldness but a fear of losing its jobs. Second, where the fashion has led some supporting institutions to pay too much up front, leaving the new company with insupportable servicing costs."

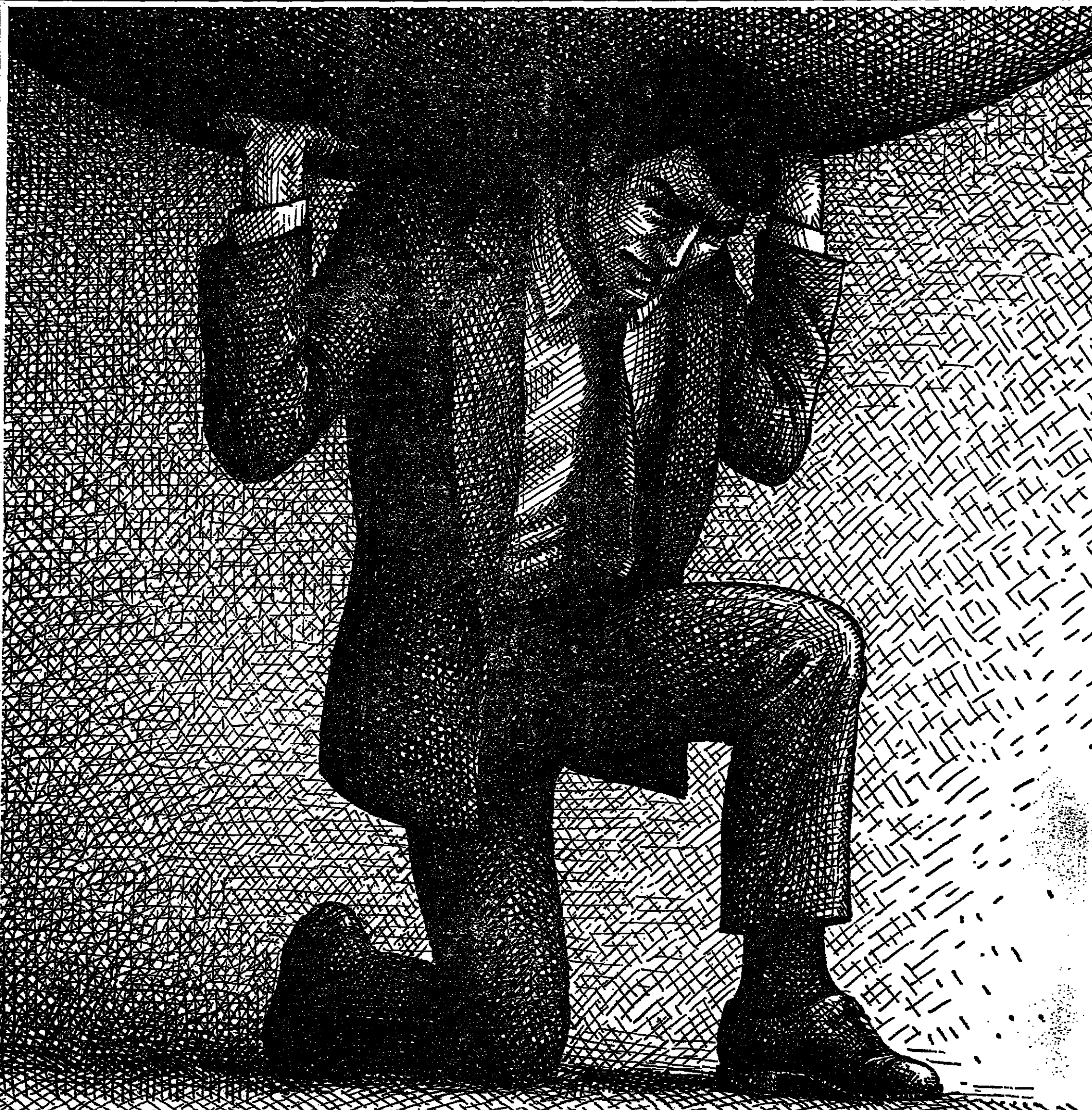
Contact: Mr Tony Lorenz, 01-606 8813.

Citicorp Development Capital

CDC WAS set up in July 1980 when the Citibank group decided to try repeating in the UK its lucrative experience over a decade of "leveraged buy-outs" in the U.S. None of the four British deals so far completed can bear comparison with a buy-out of three Coca-Cola bottling plants worth \$900m—but CDC sees plenty of future business from the UK. It aims to take up to a third of the equity and will provide other funds through preferred stock and subordinated floating rate medium term loans, generally with a couple of years grace period in the repayment schedule. To date, managers have typically stood to make a capital gain of

about £500,000 each over five years if the company does well. That is CDC's criterion of a "significant" stake for management, which it always requires. "If the company performs, management should get, if not rich, at least comfortably off." Management's equity portion will depend on the size of the deal. CDC generally looks for some non-executive representation on the Board—and has appointed its own people involved in the deal in some cases, including Hornby. Steers clear of property, finance and media companies and those relying solely on a small group of professionals.

Contact: Mr John Moulton, 01-438 1271.



Why haven't you got a stake in the business, when you're the one carrying it?

Perhaps you and your colleagues haven't enough money between you. If you've got the right proposition, we can help.

Perhaps the actual business of buying them out seems a bit daunting, full of legal complexities. We can help.

Perhaps you're concerned about how you fix the price and terms of a deal. Even how you approach the seller. We can help.

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MANAGEMENT BUY-OUTS IV

Duncan Campbell-Smith looks at the main sources, and how they can be tapped, in a changed climate

Willing financial backing for viable schemes

IN THE Bank of England's latest "Money For Business" advisory booklet, Mr Gordon Richardson, the Governor, notes in his foreword that "funds are almost always available for good projects"—an observation which applies with particular force in the management buy-out sector.

With the single exception of Guidehouse Limited, all of the principal deal-makers are themselves significant providers of funds. To see how these sources can be tapped, it is worth indicating briefly the alternative buy-out packages generally available.

The simplest model would see the deal-maker leaving the management with a majority of the equity in the purchased business while providing enough capital via a minority of the ordinary shares and a substantial preferred stock subscription to meet the purchase price of the buy-out.

In practice, this approach is rarely taken. It could be appropriate only in relatively small deals involving a deal-maker predisposed, like Midland Bank

Industrial Finance, to accept a heavy shareholder commitment. The various stages of elaborating on this model might be summarised (without too great an emphasis upon the suggested sequence) as follows:

● Dealmaker (Trust Ltd.) provides loan capital in some form—a term loan, debenture or occasionally subordinated debt, for example—in place of some part of the preferred stock.

● Trust Ltd. leaves some part of the total purchase price to be accounted for by the management's existing clearing bank relations, probably via straight overdraft facilities but possibly including term debt or additional services like factoring or sale-and-leaseback.

● Trust Ltd. invites another institutional investor to contribute to one or more layers of the capitalisation in return for a share of the minority equity position.

● Trust Ltd., judging the purchase price to be more than it wishes to commit to the deal even after gaining clearing bank assistance, invites a small group

of institutions to join it in an investors' syndicate—each of them taking an equity stake which will almost invariably imply leaving management with a minority of the ordinary shares (though still, usually, the largest single position).

Such a bald outline by no means exhausts the sources of finance which can be accessible. Another category, for example, includes the help sometimes available from the vendor company, perhaps in the form of deferred purchase conditions or a renewal of former inter-company debts.

Sources

But the outline does point to the main sources, aside from the dealmakers themselves, as being the clearing banks and a range of institutional investors—the latter stretching from special development capital organisations like Electra Investment Trust Ltd to major funds such as the National Coal Board and British Rail pension funds.

All of the major clearers are

keen to express their support for the buy-out concept. Where this has led to the appearance of their own development capital subsidiaries, some observers take a sceptical view and suggest that the quest for political plaudits is an important motive. This seems rather harsh.

But in extending a sympathetic ear to managers seeking buy-out assistance, the clearers have anyway played a conspicuous part in launching the idea's current popularity.

"It has a lot to do with general business attitudes in this country at the moment," says Mr David Trenbath, chief advances manager at National Westminster. Lloyds Bank too believes its regional network particularly suited to the new trend. According to Mr John Kirkwood, the Small Businesses Finance Adviser to the group, its Business Advisory Service can effectively integrate merchant banking skills with the more usual commercial facilities of the provincial branches.

Where a dealmaker wishes to

invite other investors into a buy-out, close institutional relations are at a premium and are already very evident among a number of the specialised bodies such as ICFC and ECL. Candover has the peculiar advantage in this respect of being able to call on any of the seven major UK investment institutions which are its shareholders.

A leading shareholder, with a 40 per cent stake in Candover, is Electra Investment Trust. It has now invested £8m in eight buy-outs in the UK (and rather more in the U.S.), four of them involving participation with Candover. "We do turn down deals that don't suit our book," explains managing director Mr Michael Stoddart. "But we are very close to Candover and have established an excellent working relationship."

An institutional marketplace for widely syndicated buy-outs is a rapid development of hardly more than the last year or so. Its momentum is such that few if any eligible institutional investors wish to be

thought outside it. Some of the participants carry a particular weight, not just as financial heavyweights but as investors with some experience of direct investment to draw upon.

British Rail's pension fund, for example, has accumulated a large number of direct investments over the last few years. It did its first management buy-out in 1975—"after all the fashionable talk, it's really an old hat concept," says manager Mr John McLachlan.

The BR fund has done three with Candover and one with Charterhouse. It likes to have at least one other outside investor involved, though how much equity is left to the management can depend on the circumstances. Its own investment will vary between £250,000 and £1m and it has a sharp eye on the returns.

"When I can get 16 per cent yields on alternative investments just in the gilt market," as Mr McLachlan points out, "the opportunity costs of a slow return from a buy-out have to be heavy." The fund,

like a number of others in the market, is not interested in finance or property companies—"nor is it much attracted by anything to do with metal bashing in West Midlands scrapyards."

Diverse

This latter point is also made by, among others, Mr Jim Finlay at Prudential Pensions. "The Pru invests in a very diverse range of companies," he says, "but manufacturing companies probably need to have some special features in order to be attractive."

The Pru is a recent addition to the market, but has already invested £2m, half of it in five deals with Candover. It is also other Candover shareholders. It would regard £100,000 as a minimum investment and most have been around £250,000 in exchange for less than 30 per cent of the equity. To date it has only participated in deals brought to it by others—but it has an open mind about doing in-house deals in future.

By contrast, the National Coal

Board's pension fund has itself acted as the dealmaker in four of the eight buy-outs in which it has invested since early 1978. The trustees are now allocating 15 per cent, about £40-45m, of the fund's annual cash flow to an industrial finance branch for this kind of activity. Buy-out equity positions are held for the Board by its investments vehicle, CIN Industrial Investments.

Mr Lionel Anthony, Deputy Director General of the NCB's pension fund, stresses its flexibility and willingness to build a package to suit a management's exact requirements. He also emphasises the importance of incentives. "Management must be left with a chance to get overall equity control even if they don't have it at the outset," he says.

That is not a view shared by every prospective investor in this field—but it is appropriate enough, pointing up the essence of a new vogue which all believe will remain conspicuous for some years to come.



Bryan Allman: company's products depend on the relationship with distributors

Best solution to save a profitable company

SOME corporate marriages are had from the start. Executives of Gower Furniture, the do-it-yourself kitchen cabinet maker, were bickering with their counterparts at PMA Holdings almost immediately after being taken over by PMA in May 1979 for £5.2m.

Little more than a year later, the once fast-growing PMA was suffering from a serious liquidity squeeze and Gower, although successful, was being suffocated by it.

There was no obvious solution. On the one hand, PMA did not want to part with a profitable operation; on the other few furniture companies which might have been interested in buying Gower were flush with cash.

Ultimately, both sides were driven to a management buy-out—PMA, because it was a way of getting an all-cash settlement, and the Gower executives because they saw it as the only way to save their company.

All this was a long way from the heady spring of 1979 when Mr Malcolm Meredith had turned PMA round from losses in the year to March 1978 to a profit of £402,000 in 1978-79.

The acquisition of Gower from its retiring founder, Mr Philip Gower, would almost double the size of the company and provide further opportunity for profit growth, it was argued.

Although the acquisition seriously stretched the balance sheet, Mr Meredith went one further in June 1979 and bought Harris Lebus, an upholstery furniture maker which was losing £100,000 a month.

Mr Meredith said that he could turn around Lebus in the same way as PMA but in retrospect he has admitted that, with a recession on the horizon, his timing could not have been worse.

Mr Bryan Allman, managing director of Gower, puts it more strongly. "For a company that has just swallowed an elephant, to take on a wounded rhinoceros was pure folly."

From the start, the Gower executives did not get on well with their PMA counterparts. PMA wanted to distribute the kitchen furniture in furniture stores but Gower felt this was a waste of time. People went to do-it-yourself stores, or kitchen specialists for these lines, they argued.

"They resented going to the High Streets because it was difficult," Mr C. C. Engwell, managing director of PMA, said. "In fact, we made some progress but they never believed in it."

PMA wanted to cut Gower's large stocks but Gower argued that unlike furniture, customers expected fast deliveries of kitchen cabinetry, so balanced

a high price, and that something had to happen soon or there would be no management left, because there would be no future for them," Mr Allman said.

By coincidence, a firm of stockbrokers close to PMA had just suggested that it should approach Candover Investments on the possibility of organising a management buy-out. PMA

PROFILE: GOWER FURNITURE

IAN RODGER

stocks had to be maintained. "We could not see that they needed all that stock," Mr Engwell said.

When PMA's cash squeeze hit, Gower's own credit rating began to suffer. By October 1980, the Gower executives decided to organise a withdrawal from PMA and sought out Mr Allman, a co-founder of the company, who had sold out his small shareholding in 1979 with Mr Gower to lead it.

"We went along to PMA and told them they were asking too

much for a package which was finally put together of £100,000 in non-participating £1 "A" ordinary shares for the five executives, £400,000 in £1 "B" ordinary shares and £1.1m in 12 per cent redeemable preference shares for the institutions and £1.4m in a term bank loan.

The participating institutions are Candover, Electra Investment Trust, British Rail Pension

a new 34-year underlease on it. PMA did not quibble over price at the last moment, although there were some difficult exchanges on the signing day over office space in the Gower building in Halifax remaining available to PMA.

Mr Allman admits that the executives might have got a better price for Gower if they had waited to the bitter end. "But we have the sort of products that depend on an ongoing relationship with distributors. If the word receiver had been heard, they would have dropped our lines."

The real headache was finding financial backers. Institutions had been having a hard time with furniture company shares and had the problems of Moberg, another kitchen cabinet manufacturer, fresh in their minds.

However, a package was finally put together of £100,000 in non-participating £1 "A" ordinary shares for the five executives, £400,000 in £1 "B" ordinary shares and £1.1m in 12 per cent redeemable preference shares for the institutions and £1.4m in a term bank loan. The participating institutions are Candover, Electra Investment Trust, British Rail Pension

Fund, Grasham Trust, Industrial and Commercial Finance Corporation, Lazard Invest and the Prudential Assurance.

Depending on performance, the executive directors, who all have equal £20,000 stakes, have the right to buy 100,000 "B" ordinary shares from the institutions, raising their stake ultimately to 25 per cent. Furthermore, once the preference shares are redeemed, dividends can be paid on the "A" shares.

"The risk-reward ratio is very good," Mr Roger Brooke, chief executive of Candover, said. "If the bank loan is repaid and the preference shares redeemed, the institutions will have most of their money back and still have 75 per cent of a company which would then be worth £5m or £6m."

Although trading is still depressed, Mr Allman is convinced that Gower will prosper. Since the deal was completed last March, turnover has been maintained and profits for the six months to September are about level with the previous year. Orders taken in the first week of October were a record £600,000.

1982 BANKING AND FINANCIAL SURVEYS IN THE FINANCIAL TIMES

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Date	Survey
12th January	U.S. FUTURES MARKETS
February	PENSION FUND INVESTMENT
17th March	SPANISH BANKING
25th March	SCOTTISH BANKING AND FINANCE
29th March	INTERNATIONAL CAPITAL MARKETS
30th March	INSURANCE BROKING
14th April	AUSTRALIAN BANKING AND FINANCE
4th May	WORLD BANKING I
7th May	CORPORATE FINANCE
10th May	WORLD BANKING II
11th May	FINANCE AND INVESTMENT IN THE USA
14th May	PENSIONS
23rd June	SMALL COMPANIES
1st July	AUSTRIAN BANKING AND FINANCE
12th July	REINSURANCE
September	FINANCIAL FUTURES MARKETS
6th September	NETHERLANDS BANKING AND FINANCE
13th September	UK BANKING
20th September	ARAB BANKING AND FINANCE
24th September	CANADIAN BANKING AND FINANCE
20th October	INTERNATIONAL FUND MANAGEMENT
26th October	JAPANESE BANKING AND FINANCE
29th October	FRENCH BANKING AND FINANCE
2nd November	SWISS BANKING AND FINANCE
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Success off the shelf

NEXT TIME you travel on the London Underground, glance at the unit which joins the carriages together. By the standards of space age travel, it is not particularly complicated or advanced. But it has to be strong and flexible enough to pull a train, and its electrical contacts have to transmit signals ranging from a command to open all the doors to an emergency stop.

The unit sells for about £2,500. For 20 years, London Transport has been ordering about 100 a year from the same (and the sole British) supplier. If you were setting yourself up in small business, the London Transport coupler contract would be the kind of solid, dependable base that you would dream about.

Two years ago, this is precisely what happened to Mr Walter Gibbon and Mr "Pandit" Panditharatna when they bought an off-the-shelf company called Radenton and started in business on a new industrial estate in Hayes, Middlesex. They took with them the London Transport coupler contract from British Leyland, where they both worked, and set themselves up as general metal machinists willing to take on almost any precision engineering job.

In their first year, they had sales of £350,000, in their second, nearly £550,000. In the current year they are budgeting for sales of £700,000 and for reasons that will become clear later, this year's turnover will include virtually nothing from the London Transport coupler contract.

The coupler contract was salvaged from the wreckage of British Leyland's AEC truck and bus plant at Southall, Middlesex. It is a strange story, made all the stranger by the fact that Mr Gibbon, a quiet, reserved man, had never seen himself as an entrepreneur, and received no encouragement to become one from his British Leyland employers. He was apprenticed to AEC in 1946, and for the next 30 years, worked his way up the production management ladder.

In 1977, he was moved by Leyland from Bristol back to his original base at AEC as production director. It did not take him long to realise that the job was that of an under-taker: AEC Southall was not viable, and he had to shut it. In one small corner of the



"Pandit" Panditharatna and Walter Gibbon: quantum improvement in quality

Southall plant were six men and three machines producing the London Transport coupler. What to do with them? AEC had held the contract since 1960: it had recently won a new three-year, £500,000 order for 300 couplers. The six men were proud of their work, but amid all the trucks and buses and engines, they were in danger of being forgotten.

Mr Gibbon and Mr Pandit, a

he represented too high a risk. The key that unlocked that door was Industrial and Commercial Finance Corporation (ICFC), to whom Mr Gibbon and Mr Pandit were introduced in May. "ICFC was our passport to credibility," Mr Gibbon says.

In July 1979, machines and men were transferred one and a half miles down the road from Southall to Hayes. By the

The London Transport contract was completed "on time, with a quantum improvement in quality." Now they have a 12-month gap before the next London Transport coupler contract starts to flow through the plant. But this time the contract is a direct one, between Radenton and LT. The British Leyland connection is over—at least formally.

But after 30 years in production management, it is Mr Gibbon's contacts in the vehicle business and his knowledge of the kinds of parts which cause the "big companies" problems that are providing Radenton with its increasing turnover. "Wally's got contacts, a lot of contacts, up and down the country," says Mr Pandit, explaining how and where they are finding their new orders—one for brake bands for London Transport and one for the hoist unit on a tank recovery vehicle.

Radenton today is a classic example of the flea that hops around the elephant's hide and never gets caught. With 21 men working on the shop floor and just five staff, it is small, flexible and able to concentrate on quality.

On the shop floor, there are no demarcation lines and there have been no demarcation disputes. Mr Gibbon points proudly to a new CNC turning machine. "We had it going in three days. At British Leyland, it would have taken two months. The workforce is well paid—gross pay including overtime of between £190 and £170 a week—and fringe benefits include a contributory pension scheme. Mr Gibbon and Mr Pandit have taken nothing out of the company except salaries which are at about the level that Leyland would be paying them if they were still there.

Even in the depths of the recession, they have found a series of little niches where their size and flexibility enable them to compete with the big suppliers on quality of service, and where necessary undercut them on price.

PROFILE: RADENTON

DAVID PALMER

Sinhalese cost and management accountants working in AEC's finance department, clubbed together and asked Leyland to let them buy out contract, men and machines. The reaction from Leyland and London Transport ranged between super-cautious and stony. Leyland was by no means sure of the ethics of standing back and watching their production director walk off with a corner of the plant. London Transport was concerned about guarantees of supply.

Leyland went through the motions of offering the contract to three other plants—two within the company and one outside. None wanted it. It took five months from the time that Mr Gibbon first made his buy-out proposal to the time that Leyland and London Transport accepted the plan in principle. But LT made it a condition that their contract would continue to be with Leyland. Mr Gibbon was to be Leyland's sub-contractor, and Leyland was to carry the can if the plans fell apart.

That was in April 1979. AEC closed in June, and Mr Gibbon and Mr Pandit had a corporate plan, a product but no premises. Mr Gibbon found that none of the big insurance companies and pension funds wanted to rent them premises—

second week in August, production had started in Hayes. Mr Gibbon had taken not only the LT contract with him, but also a subsidiary deal for making truck parts for Scammell, another BL subsidiary. Not one of the men who transferred from AEC to Radenton has since left the company.

Mr Gibbon's main problem in launching his buy-out was to break down a series of credibility barriers at a time when his work was cut out closing down the Southall plant. By contrast, the financing of Radenton was relatively straightforward.

Mr Gibbon and Mr Pandit put in £25,000 redundancy money in share and loan capital (with Mr Gibbon controlling more than 80 per cent of the issued shares). Mr Gibbon organised a £25,000 bank facility on the security of his house, and ICFC put in £75,000 repayable over 10 years at 14 per cent.

Mr Gibbon bought all his machines off Leyland on a two-year hire purchase agreement for £120,000. He will be formally handing over the last £1 of that loan in the next few weeks. Since start-up Mr Gibbon and Mr Pandit have spent an additional £250,000 on three new CNC machines.

Profits in their first year were £38,000, in their second £47,000.

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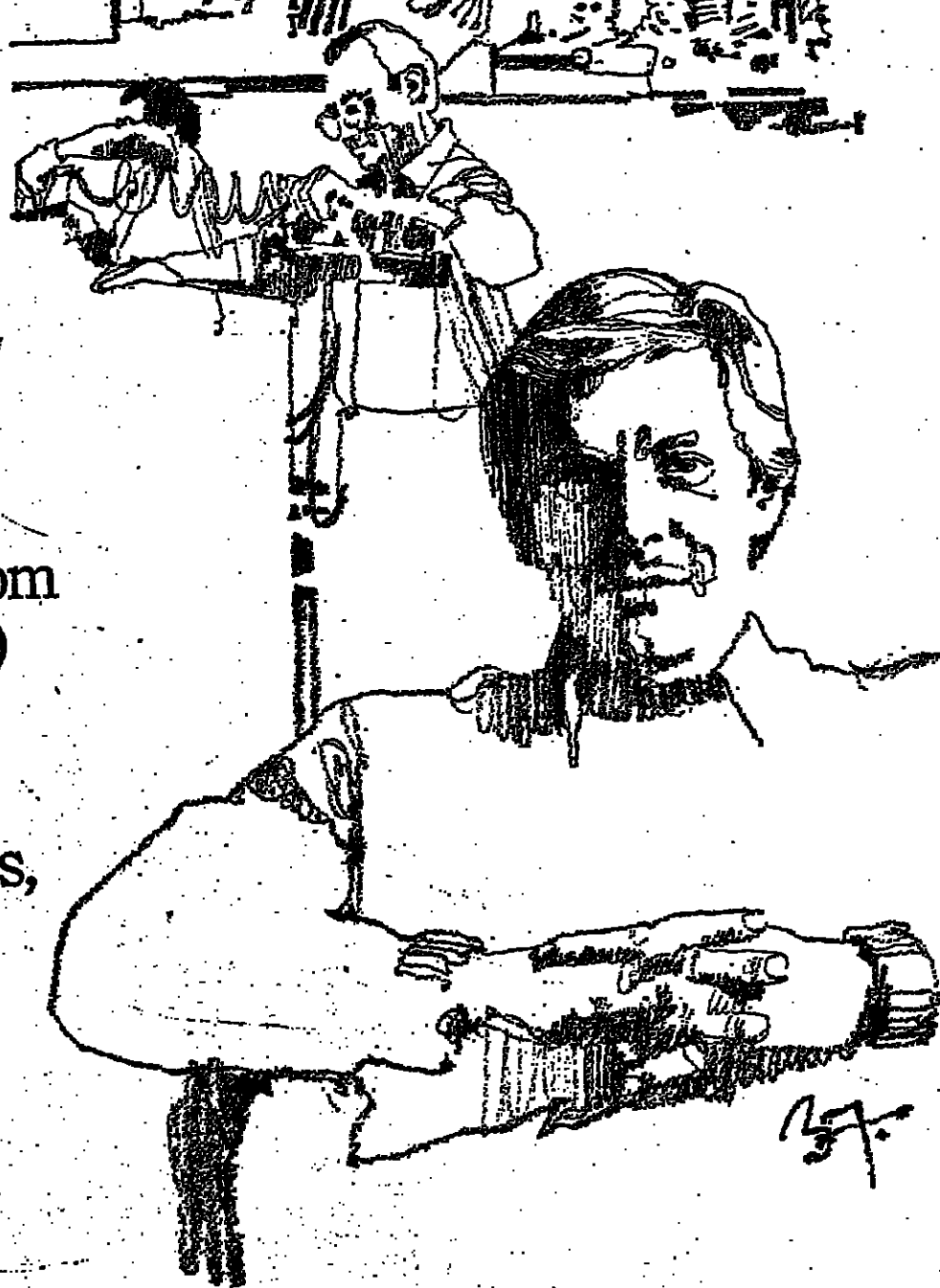
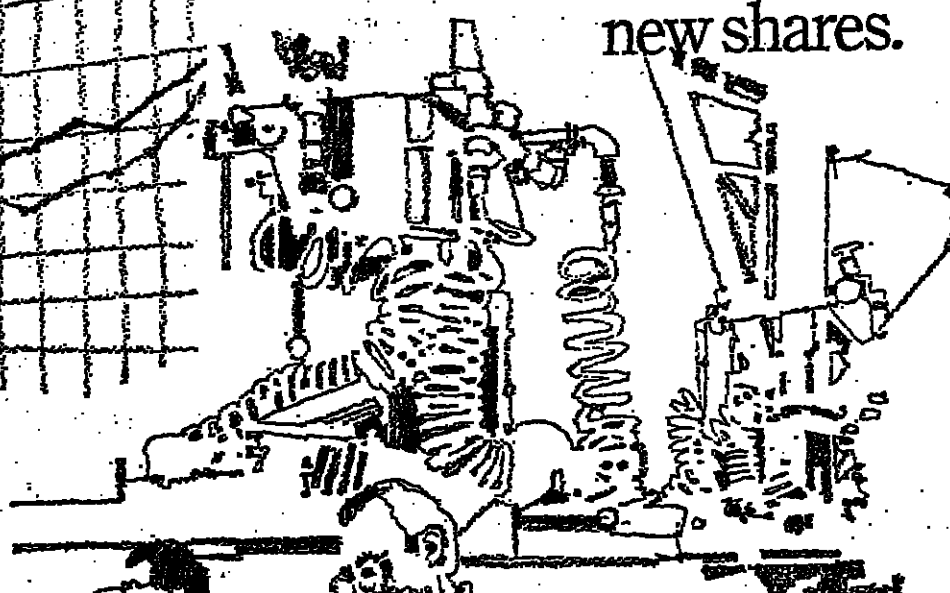
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MANAGEMENT BUY-OUTS VI

Worker involvement is reaching a new level with many putting their redundancy money towards rescuing a company. John Elliott reports

When the employees finance a business

THE BOOM in management buy-outs has provided a fresh opportunity for businesses to develop ways of involving employees in their places of work. Because the managers taking the companies over have usually been employees occupying staff positions, they often have a more enlightened view of workers' involvement than the previous owners.

There is evidence that buy-outs have better employee relations, although it is too early to say whether this is mainly caused by employees' own attitudes being changed by the fear of redundancy. In addition, buy-outs are usually small in scale and thus do not often have the labour problems of bigger companies.

But some buy-outs have gone further in the past year than merely generating better labour relations. They have involved employees in financing the business, so introducing an unusual form of ownership which goes beyond traditional profit-sharing and share-ownership schemes but stops short of being a worker co-operative.

The biggest example is the proposed purchase of the National Freight Company from the Government. This is expected to involve more than 2,000 managers and as many as 15,000 employees taking stakes from £25,000 for most people at the top to a minimum of £100.

But there are several much smaller ventures with similar ideas. Often they involve employees deciding to use their redundancy pay to help one or two of their managers to buy a company which is about to close. In some cases they thought of setting up a co-operative, but decided that it would be easier both to manage the business and to find financial backers if they stuck to the more widely accepted limited company form of association, instead of venturing out into the more controversial and less understood area of co-ops.

The employees' stake is not usually very large in relation to the total business, but the managers involved say that it is important because it demonstrates to potential backers that the workers are committed to the success of the venture.

Attracting backers

The 55 former employees of A and H Upholstery, of Leeds, have loaned all their redundancy pay totalling £61,000 interest-free for five years to Panache Upholstery, a new company set up by Mr Bob Wilkins, formerly A and H's accountant and sales director. Mr Wilkins is managing director of Panache, which received £180,000 from the Industrial and Commercial Finance Corporation and is now making a profit.

A co-op was considered but was rejected for three main reasons. The workers' families only wanted them to lend their redundancy pay, not invest it in equity (although they still have an option to convert to equity if they wish). Wilkins was worried whether a co-op would attract backers, and in any case he had put £10,000 of his own money (now raised to £17,500) to start the venture. So he had a much larger stake than the others who have lent to the co-op would have been a rule that new employees are not asked to invest in the business.

The employees elect a non-executive director to a four-man Board. They are fully unionised but have not yet had a conflict of interest between their roles as investors and trade unionists.

In another example, 15 former employees of a U.S.-owned computer company invested more than £20,000 in loans and equity to help their boss, Mr Rick Gould, buy the business. Mr Gould put £10,000 into the new company, Computer Special Systems, of Nottingham, and two other executive directors invested about £4,000 each. The ICF provided £50,000 and the business is exceeding profit forecasts.

(These cases also illustrate how various agencies and institutions are clubbing together to help new ventures. Both had feasibility studies paid for by BSC Industry and were helped with loans from the Department of Industry, overdrafts from Barclays Bank, and further funding from ICF.)

Peterlee Wallpaper's 20 employees prepared alternative production strategies to save their business when it was owned by Berger. They put up redundancy pay and other savings totalling £45,000 as equity to buy the business when closure was inevitable. They thought of becoming a co-op but decided against it both for managerial and finance-raising reasons and now function as an ordinary limited company.

They elected three specialist managers to be directors and hired Mr Tom Garratt, who had left the business four years earlier, to return as managing director. At ICF's suggestion, they have hired an outside non-executive chairman to boost their business experience.

The union involved, the National Graphical Association, has taken a back seat. Because this is an employee buy-out rather than a management buy-out, new employees are invited, but not compelled, to invest in the company.

In Hartlepool, 11 shopfloor workers, managers, and foremen have invested a total of £40,000 to buy a laboratory

furniture factory which their previous employer, Elliott of Peterborough, wanted to move to Kent.

They did this partly in response to demands from customers who did not want to see the skilled work team broken up. They hope to double the workforce from its present total of 17 and are considering whether to invite new employees to invest in the business.

Special influence

But the most dramatic example so far is National Freight. Its plans involve four main groups of management-employee investors. At the top is Mr Peter Thompson, chief executive and deputy chairman of the existing company, who may invest £40,000, and 10 other senior executives scheduled for £25,000 each.

The next senior 100 managers, who run the company's 65 operating subsidiaries, have agreed to provide between £7,000 and £8,000 each, with 2,000 other managers investing £1,800 each. Sums averaging £200 each (with a minimum of £100) are expected from between 50 per cent and 60 per cent of the 24,000 other employees.

This means that the managers and employees may together subscribe well over half the equity and control the company.

As in the smaller buy-outs, they will not have any special influence on the company's affairs beyond the usual voting rights of individual shareholders, and their established consultation and negotiating systems as workers. But the general secretary of one of the company's four unions may be invited onto the board as a non-executive director.

Mr Thompson and his fellow senior managers stress that the buy-out is not a co-op because it will be managed on traditional lines, without direct worker involvement in daily decision-making. (It remains to be seen whether the unions try later to organise some direct form of collective representation of their member-shareholders, either on the board or through mass proxy votes at company meetings. There is no sign of any such interest at present.)

But Mr Thompson knows, and indeed seems to welcome, the need for the directors to be "much more sensitive" to the needs of the shareholder-workforce, to whom they will be answerable. This fits the company's participative style: "An authoritarian management could not contemplate being answerable to thousands of shareholders who were also their subordinates at work," he says.

Before anyone assumes that such an exercise could be mounted easily in a lot of large

corporations, it must be stressed that the NFC is not a typical state-owned or large company. It is based on 700 profit ventures in 65 subsidiaries scattered round the country, each giving a considerable degree of local employee involvement.

"The drivers and fitters, through a comprehensive consultative system, know the importance of profit to survival in an industry where we only have 7 per cent of the market," Mr Thompson said. "And they are used to a very clear-cut relationship between performance and wages because as much as 25 per cent of an individual's take-home pay can depend on his personal performance."

Lines of conflict

He believes that, having extended worker participation in the past three years, it is a relatively small step to explain to the workforce that, if they invested, they could share in both profit increases through dividends and the increased capital wealth of the business.

Until now the unions have been generally ambivalent about the buy-out, mainly because they do not want to see the business denationalised. They are also traditionally opposed to union members owning shares in their own companies because of the fear that the lines of conflict between capital and labour might be blurred, and because the worker is staking his livelihood and his savings in the same business.

The Transport and General Workers' Union initially welcomed the buy-out proposal because it would have the first mass being split up (and this could be more easily nationalised by a future Labour Government). It then changed tack and, while not telling its members to boycott the exercise, said the venture was against union policy. It also warned its members of the risks of losing their investments in any re-nationalisation.

The other three unions—Transport, Seafarers, and United Road Transport and National Union of Railwaysmen—said the buy-out was probably the best form of denationalisation, even though they were in favour. The company's national staff council, embracing all the unions, said the same.

Mr Thompson and his fellow directors developed their buy-out to ward off possible union come outside bidders. They then decided they did not want institutions holding most of the shares, as happens in most buy-outs. From that point it was only a small—but visionary—step to try to harness the participative traditions, and involve the workers as shareholders.

The PhD which set Mr Curgenven on a £3m trail

ONE DAY Mr Bob Curgenven may get round to finishing his PhD thesis. For the time being, he is too busy living it.

Mr Curgenven is, to say the least, a man in a hurry. Nine years ago, as a young engineering graduate, he joined Riley's Potato Crisps, a small family-owned company in Scunthorpe. This summer, he and three fellow directors bought the company in a £3m buy-out backed by Barclays Development Capital, Equity Capital for Industry and Prudential Assurance.

In the intervening years, Mr Curgenven was instrumental in expanding RPC from a local company with a £300,000 turn-

over, £10,000 profits and 40 employees into a group with £25m sales, just under £2m profits and 1,300 employees.

What distinguishes this buy-out from so many are the vendors. Whereas buy-outs are generally associated with big corporations selling off a subsidiary which no longer has any synergy with mainstream activity, with RPC it was the founders who sold the company.

Because of this, there was none of the agonising by management over how, when or even if to approach a parent board with the proposal that they should buy their independence. The two Riley brothers were well aware of Mr

Curgenven's ambitions—indeed, they appear to have given him remarkably free rein to indulge them.

Mr Curgenven, now 34, decided on RPC in 1972 as a subject for a PhD thesis in control and engineering. He planned to do the thesis in his third year at Cambridge University, after gaining a first in engineering after two years there. His decision to choose so obscure a company was partly the result of his being distantly related to Mr A. W. and Mr D. P. Riley, who set up RPC just after the Second World War. But instead of completing his PhD, he joined the company full time.

After RPC hit the firm turn-

over mark, Mr Curgenven persuaded the Riley brothers to let him take a 25 per cent equity stake. Two years ago, he began

to invest in the company's equity, he felt.

He achieved this in part when the Riley brothers made

PROFILE: RILEYS

BY NICHOLAS LESLIE

to think in terms of buying control.

This was prompted not only by personal ambition but also because he had set up a top management team which he wanted to be as committed as himself. The most tangible evidence of this would be for them

a few shares available a year or so ago and the other three in the top management team—Mr Tim Westbrook, now sales director; Mr Ian Williams, production director; and Mr Tony Pearson, finance director—bought them.

But the stimulus for the

buy-out occurred in May when Mr Curgenven read an article in the Financial Times on the buy-out by its management of the UK Ripolin paint company from its French parent. He felt that if they could do it, "so could I."

His next contact, after sounding out Mr Westbrook, Mr Williams and Mr Pearson, was Mr Michael Savory of Foster and Braithwaite, London stock-brokers, whom Mr Curgenven had known for some years. Mr Savory considered the proposition and said it would be possible to fund it.

Mr Curgenven discussed a deal with the Riley brothers and asked them for an eight-

week option on their shares—setting a time limit because he was convinced he could meet it and that it would be evidence that he was making a serious offer.

The finance was arranged in just two weeks, with the deal sewn up in just over seven weeks. Each institution put in about £1m, and each owns 10 per cent of the equity. Mr Curgenven owns 60 per cent and the other three directors 10 per cent between them.

The Riley brothers, both in their 50s, clearly saw an opportunity to realise an investment which had grown very rapidly under a young management team they had been instrumental in

bringing in. They were faced with pursuing the company to greater heights or getting out.

For Mr Curgenven, whose modest comment about the apparent ease with which he got his funding is that "if you can show you have got competent management, you should get your money"—this is really just a beginning.

Having made his mistakes in his deal for growth—"losing fortunes in certain areas" as well as gaining from his successes—he is looking for even further areas of expansion. And he still hopes, sometime, to finish his PhD.

One man's battle to rescue an ailing textile company

PROFILE: BRITISH FURTEX

BY RHYS DAVID

MR JOHN LAWRENCE'S management buy-out has been different in a number of ways from most of the others which have taken place in recent years. He made his purchase in 1979 before the current wave of enthusiasm was under way. Moreover, he set off on his own, acquiring a company in the unpromising textiles field with a turnover of £2.5m and more than 200 employees, without any partners to spread the risks or to share the agonising.

Mr Lawrence, aged 45, and a former Tootal, ICI, and GUS Manufacturing employee, had been called in during 1976 by the Homfray carpets group to put British Furtex, an ailing subsidiary, back on its feet. The upholstery fabrics company had lost £350,000 in the previous four years.

As managing director, Mr Lawrence had some success in pulling the business around, but with the problems that have since hit the carpet industry looming, it was clear that Homfray would not have the resources or the inclination to inject the funds needed to develop British Furtex.

When it became clear that closure was a strong possibility Mr Lawrence—having secretly cherished for some time the ambition to be a mill owner—persuaded Homfray to let him take its 19th century factory in the West Yorkshire village of Luddenden Foot near Halifax, off its hands.

Two years later, Mr Lawrence has achieved much of what he had in mind, at the expense of

much hard work, and heavy debts. His personal assets have all been mortgaged and the company's overdraft with the National Westminster Bank—an organisation which Mr Lawrence describes as more understanding than he could ever have expected—is more than £800,000.

In large measure, this is accounted for by spending of more than £400,000 on new

looms and dyeing equipment. Further large sums have gone on developing a range of cloths, enabling the company to move into new markets.

When Homfray sold out, 85 per cent of production was going to wholesalers supplying either small upholsterers engaged in re-covering sofas or small furniture manufacturers. This trade was dying fast, Mr Lawrence points out, and today accounts for only one-third of sales.

To replace it, British Furtex has made a big push into transport markets, supplying London Transport, British Rail, Greater Manchester Transport and various other undertakings with the durable cloth used on passenger seats. There has been a move into export markets on the Continent, Scandinavia and in North and South America. Other product lines have also

been developed for contract markets in hotels, offices and theatres.

Turnover in the past year has increased by a third to about £4m and this rise is by no means accounted for by inflation. Mr Lawrence says prices have been almost static as a result of recession, and the increase in sales represents a genuine improvement in output and value-added per worker. The labour force has been held

that British Furtex is undercapitalised. "When we went in, the capital we had would only have been right given continuous growth and the absence of any need for development or investment."

"If we had been generating cash, we would have been all right but we started out just a few months before Mrs Thatcher came to power, and everyone knows what has happened since then," Mr Lawrence said.

The buy-out took place before many of the organisations specialising in aiding such schemes had developed their services, though Mr Lawrence is doubtful if he could have secured a markedly different deal. NatWest provided a £250,000 capital development grant and overdraft facilities at a fixed rate over base rate, taking 20 per cent of the equity, which is lodged with County Bank.

"The newer institutions are not philanthropic and I am not sure the mathematics would have been very different in the end," Mr Lawrence says. "A buy-out in textiles is always likely to be regarded differently from one in a more popular growth industry," Mr Lawrence observed.

For all these difficulties Mr Lawrence, primarily a textile technician, sees a reasonable future for British Furtex from the products he has been able to introduce, particularly if there is an upturn in overall economic activity.

The re-equipment needed has taken place and further large sums will not have to be spent for some time. Inroads have been made into costs, with energy saving schemes which have cut oil usage by 30 per cent. The company is an interesting investment for any potential partner willing to offer an injection of capital, Mr Lawrence says.

And he would do it again, partly because he feels too many companies and individuals in textiles have taken the easy way out and closed in the face of adversity. His two years as owner have equipped him to offer sage advice to others tempted to embark on buy-outs, whatever the field.

"Try to obtain more capital than you think you will need, and do not depend on any change in the economic climate. Assume it will not get better, so that if it does, that is a bonus. Your best chance of success is if you can make your projections on the basis of a downturn in the economy and still show it is worth doing."



Mr John Lawrence: "Try to obtain more capital than you think you will need."

Mayfield invests £600,000 on two subsidiaries

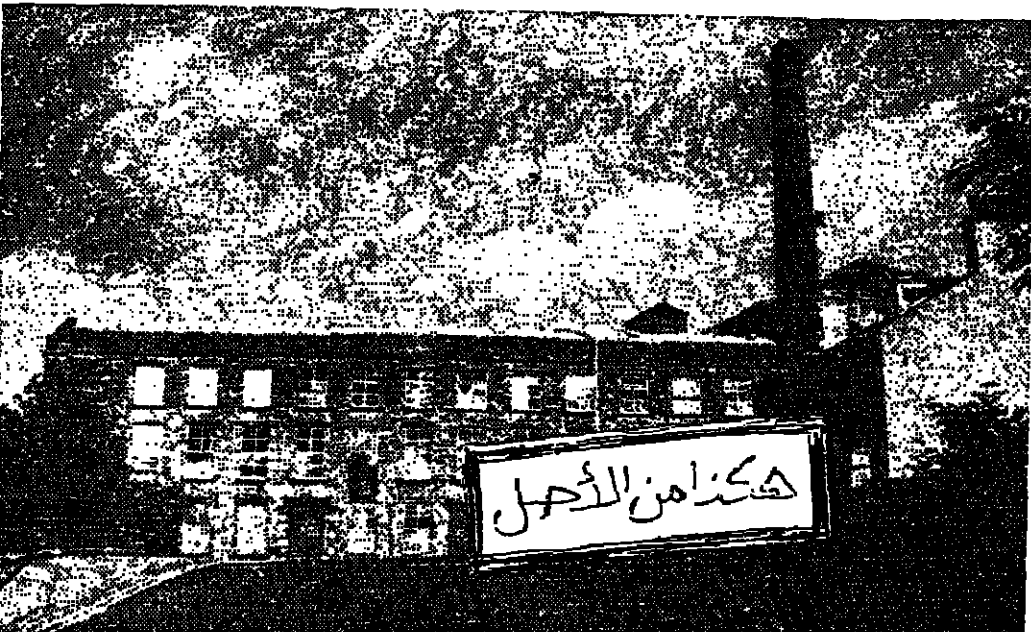
MAYFIELD HOLDINGS, a management buy-out company formed earlier this year by three former ICI employees, is to invest a total of £600,000 in two of its subsidiaries.

The company took over one of the ICI yarn processing factories, formerly operated by ICI Fibres at Mayfield, Derbyshire, in April this year with generous help from ICI.

As part of an attempt to build a broadly based specialist textile group, the company acquired William Reed, the profitable weaving subsidiary within the Rivington Reed group which collapsed last year, and Century Dyeing, Reed's associated dyehouse. Mayfield will spend £500,000 on water-jet looms at

Reed, which weaves filament fabrics used in hosiery and other non-fashion applications, with £100,000 going on high pressure beam dyeing machinery at Century. The equipment will give Century a wider variety of fabric types, particularly polyester.

The consortium claims to be trading profitably at the former ICI plant at Mayfield, which is engaged in commission warping for weaving (twisting and sizing). The company's yarns are used mainly in specialist industrial and leisure areas from computer tapes to sailcloth, belts, straps and curtains. The group, which has been backed by County Bank, says it aims to create a group of related, "modest-sized" textile companies.



Furter's 19th century mill at Luddenden Foot, near Halifax



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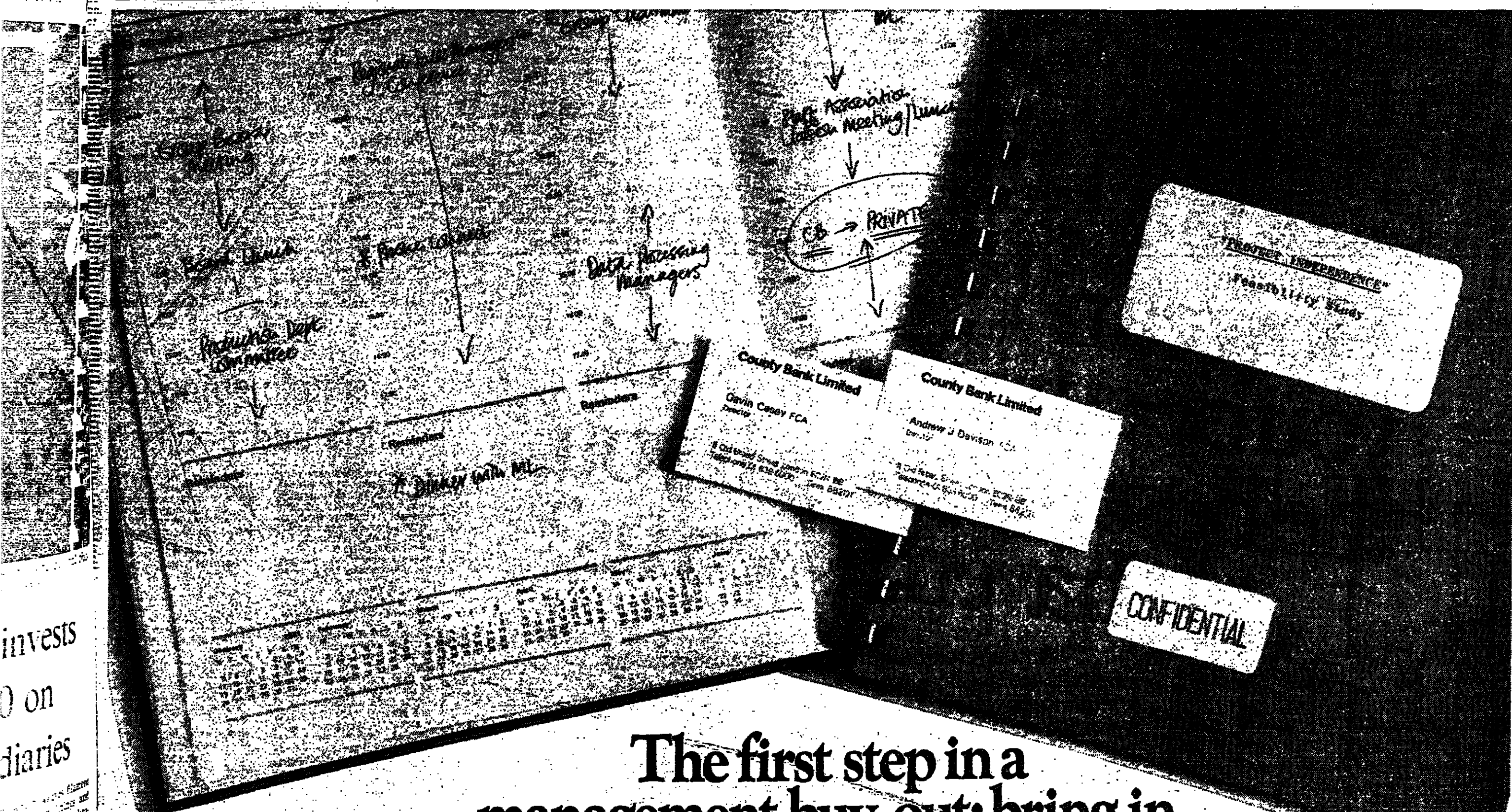
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Who's bought whom—a selection of 1980/81 buy-outs

Vendor company/recapitalised company	Managers' approx equity shareholding	Approx. size of deal	Participating Institutions *Indicates syndicate leader(s)	Business activity	Vendor company/recapitalised company	Managers' approx equity shareholding	Approx. size of deal	Participating Institutions *Indicates syndicate leader(s)	Business activity
Charbonnages de France/Jacobs (formerly Ripoll)	51% (increasing)	\$4.75m	Barclays Development Capital	DIY retailer and paint manufacturer	Dunbee-Conber-Marx (in receivership)/Hornby Hobbies	20%	Just under £10m	*Guidehouse, *Citicorp Development Capital, Electra Investment Trust, SUMIT, Federated Trust, Jefferson International, Underwoods, FS Assurance, Melville Street Investments, Britec and number of private individuals	Model trains and cars manufacturer
Retiring Family Shareholders/Vick Bros (Holdings)	85%	NA	Barclays Development Capital	Ford main dealer	Wilnot Breeden (Holdings) (subsidiary of Rockwell International USA)/Trufo	40%	\$8.8m	*ICFC, Candover Investments Electra Investment Trust, SUMIT, Murray Caledonian Investment Trust, The Prudential Assurance Company, British Rail Pensions Funds	Specialist engineering— aerospace products, ball valves, marine valves, fans
Rockwell International/WKR (formerly Wilnot Breeden Electronics)	51%	\$2m	*Barclays Development Capital *TDC	Manufacture of electronic equipment and components	Aurora Holdings/Pentag Holdings	60%	NA	ICFC	Mechanical power transmission equipment
Retiring Family Shareholders/Castlebridge Investments (formerly RPC)	Controlling Interest	\$2.9m	*Barclays Development Capital Prudential Assurance, Equity Capital for Industry	Manufacture of crisps and other snack foods	Receiver/Panache Upholstery Wilnot Breeden/Wayne Keer and Rendar	66.66% over 50%	\$0.25m	*ICFC, Barclays Development Capital	Furniture manufacturers
DPCE (subsidiary of Datronics, Australia)/DPCE Holdings	30%	\$2m	*Candover Investments, Thompson Clive Growth Companies Fund, Thompson Clive Investments Ltd, Electra Investment Trust, BP Pension Fund, British Rail Pension Funds, ICFC, Lazard Investments, Murray Clydesdale Investment Trust, The Prudential Assurance Company	Computer maintenance training and consulting	ATV/Planned Holdings	over 50%	\$0.25m	ICFC	Electronic test equipment
PMA (Holdings)/Gower Holdings	Less than 50%	\$2.85m	*Candover Investments, Electra Investment Trust, British Rail Pension Funds, Gresham Trust, ICFC, Lazard Investments, The Prudential Assurance Company	Manufacture and marketing of self-assembly kitchen and bedroom furniture	Receiver/Flexiform Wheelabrator Frye/Progress Foundry New Court Natural Resources/Espro British Leyland/Radenton Dickinson Robinson Group/Calendars and Diaries	over 50% NA 20% NA NA	\$0.255m NA \$1.5m NA \$2.8m	ICFC *ICFC, Barclays Bank *ICFC, London Trust, Flextech	Rental of background music
Associated Communications/Ansafone	10%	\$13.5m	*Candover Investments, Electra Investment Trust, *Montagu Loebl Funds, Equity Capital for Industry, County Bank English Association Trust, Kleinwort Benson Funds, Lloyds Bank Investment, New Zealand Insurance, Castle Finance, SUMIT, Sun Life Assurance, Thompson Clive Funds	Manufacture and marketing of telephone answering machines and related equipment	Nevin Electric/Parsonage Transformers	70%	\$0.19m	ICFC	Filing and storage
Banque Occidentale (subsidiary of Cavenham Group)/Famous Names (Cavenham Confectionery)	Less than 50%	\$5.0m	*Candover Investments, County Bank, Gresham Trust, Hill Samuel and Company, Lazard Bros and Company, SUMIT, The Prudential Assurance Company	Manufacture and marketing of confectionery	Berger Paints/Peterlee Wallpaper W. J. Reynolds (Motors)/Dagenham Motors (1981)	80% NA	NA over £3m	ICFC *ICFC, Charterhouse, Gresham Trust	Casting foundry
Vickers da Costa/Vickers da Costa (Holdings) PLC	Over 50%	\$4.25m	*Candover Investments, Electra Investment Trust, ICFC, Murray Clydesdale Investment Trust, Murray Northern Investment Trust, The Prudential Assurance Company, Edinburgh Fund Managers, Nuffield College, Oxford, St Catherine's College, Cambridge	Stockbroking	UDT/Hunt and Company (Bournemouth)	70%	\$0.121m	ICFC	Oil exploration services
T. McGuirk/Liquid Powder & Gas Trnspt South London Press (Holdings)/South London Press (Holdings 1980)	Less than 50% More than 50%	\$1m NA	Charterhouse Charterhouse	Transport Local newspaper publishing	Baker International (USA)/Fine Organics	60%	\$1.5m	Midland Bank Industrial Finance, County Bank	Precision engineers
Scotia Investments/Cambers & Newman	Less than 50%	\$0.75m	Charterhouse	Insurance broking	Air Freight Group/Inter City Trucks	70%	\$0.26m	Midland Bank Venture Capital	Diaries and calendars publishing
A. T. Bryant/M6 Cash and Carry	Less than 50%	\$2.25m	Charterhouse	Cash and carry warehouse	Associated Newspapers/Medical Market Studies	70%	\$0.14m	Midland Bank Venture Capital	Audio communication systems
Cope Sportswear (in receivership)/Sperrin Textiles	25%	NA	*County Bank, Northern Ireland Development Agency, Bamford Hall Holdings	Manufacture of textiles	H. B. Clark and Company (Successors)/No change	77.5%	\$0.1m	Midland Bank Venture Capital	Wallpaper
Magnachem/Tracebrew	60%	\$1.8m	*Equity Capital for Industry, Moracrest Investments	Manufacture of intermediate organic chemicals	Alfred Herbert Group/Sigma	NA	in excess of £2m	*Bank of Scotland, SUMIT, Edinburgh Investment Trust, General Accident, General Scottish Trust, ICFC, Melville Street Investments, Royal Insurance, Scottish Northern Investment Trust	Ford main dealer
T. L. Metsee (part of Tube Investments)/Metal Sections	80%	\$1.05m	*Equity Capital for Industry, ICFC	Manufacture of structural building products	Keep Brothers Company/Keep Brothers Holdings	NA	\$3m	*SUMIT, Lazard, Morgan Grenfell, Kleinwort Benson Funds	Transformers and household battery chargers

* The figure shown takes account where possible of the aggregate launching capitalisation including working capital borrowings. Loan capital of all kinds can be a significant part of the total purchase consideration. Where a capital gains tax avoidance scheme has been devised or a recapitalised company has been acquired from the receiver, the purchase price of the ordinary and preferred stock may be only nominal.

has been devised or a recapitalised company has been acquired from the receiver, the purchase price of the ordinary and preferred stock may be only nominal.



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A string of firms combining banking and broking expertise have sprung up in America. A report by Jeffrey Brown.

A fast-growing financial industry in the U.S.

IN THE U.S., the management buy-out business has mushroomed into a new financial industry. The latest deals to emerge are large and complex, but they are also finely engineered in an almost excessively entrepreneurial way and there has been no obvious shortage of backers.

The industry has grown beyond its grass-roots in recent years, moving up rapidly through the financial league from small management buy-outs—usually ailing companies or divisions of companies—to major takeovers involving profit-making corporations. Two recently proposed buy-outs, bids for Arcata Corporation and Norris Industries, are worth a combined \$700m.

In the process the name of the game has changed. The term

management buy-out has been replaced by the less specific leveraged buy-out. The bulk of today's deals tend to involve only taken management participation. Executives take small equity stakes, but the real rewards flow through to the companies and investors who, respectively, set-up and financially back the buy-out.

Dominating

Despite the prolonged period of high money costs in the U.S., business remains remarkably brisk and it has spawned a new breed of merger broker cum investment banker. A string of small partnerships, unknown just a few years ago, now dominate the market.

The recognised leader in the field, and the most widely mentioned name on the Wall Street

cocktail circuit, is Kohlberg, Kravis, Roberts. The firm was founded in 1976 when the three partners threw up their jobs with brokerage house Bear, Stearns. Since then they have been in the thick of a string of leveraged buy-outs worth well over \$1bn.

That figure is set to rise substantially this year and although the firm's profits are never published, all the outward signs point to considerable financial success. Typically, the company completes two or three deals a year. Competition is fierce and bid prices reflect the state of the market. Buy-out counter bids are not unknown. But investors, both institutional and wealthy individuals, continue to line up for a slice of the action.

One reason for this is that the failure rate to date among buy-outs has been low. The

rewards are said to be high, helped by fiscal advantages. There are some murky aspects to this side of the business and the U.S. authorities have begun to look keenly at a number of deals—but in most cases the tangible spin-offs, whether through tax or capital allowances, have proved durable.

In contrast to the practice in the UK, buy-outs in North America find themselves almost immediately on much firmer ground. This is partly a question of attitudes. In Britain the management buy-out has not yet wholly come of age; in the U.S. it is an established financial option and one that the banking community readily understands and takes to.

Again, unlike the UK, there are clear-cut fiscal advantages. Companies in the U.S. can borrow money to buy their own

shares and the path to privatisation for a publicly listed company is far smoother than in the UK. Thanks to something known as a tax option corporation, American companies can readily switch from public to private ownership—and back again to stock market status—without incurring the sort of tax liabilities that can arise in the UK.

Not surprisingly, the buy-out technique has its critics. Establishment Wall Street has just experienced a major boom in corporate takeover activity and does not see the leveraged buy-out as a direct threat to profitability. Even so, a number of big banking names has begun to clamber aboard the bandwagon. Citicorp, for example, has a sizeable stake in the buy-out business.

But the Securities and

Exchange Commission and the Inland Revenue Service are known to share reservations. Buy-outs were once relatively small affairs doing a socially acceptable job in keeping corporate America on its feet and maintaining employment. But the trend to what, in the public arena, would be straightforward takeovers has understandably led to suspicions of back-door capitalism.

Disappearing

When major private company groupings are being created from former publicly owned corporations, the SEC is bound to be concerned with the effective disappearance of large areas of public financial disclosure. For its part, the IRS is watching keenly tax avoidance developments.

The list of companies involved in buy-outs contains some impressive names. Bendix Corporation, West Coast food retailer Fred Meyer, Harley-Davidson the motorcycle division of AMF, Fuqua Industries and Allegheny International have all been attracted to the movement. The word emerging currently from the Wall Street pipeline is that there are many equally well-known names on the way.

Allegheny International disposed of its special steel division at the end of last year. At the time the deal set a record for buy-outs with the operations representing around two-fifths of Allegheny's assets and changing hands for close on \$200m. The division's former president and half a dozen top executives own a fifth of the new company.

But the tempo has increased significantly through more recent deals. Some of these have led to underperformance, disenchantment with suggestions of stock market manipulation, a construction equipment and motor component group, has agreed to a \$375m buy-out which provides shareholders with a 50 per cent share. This is a good 50 per cent above net asset values and is up to a third better than anything achieved by the stock market over the past decade.

Printing and forest products group, Arcata Corporation, has recently opted for a buy-out worth \$30m which in year share terms works out at 50 per cent more than the price at which the stock has recently traded in the market.

Pressure from other bidders adds an edge

THE MANAGEMENT buy-out late last year of Trufo, a West Midlands engineering company which makes high-technology components for aero engines, was a classic case of a major international concern divesting itself of a subsidiary which it had decided was peripheral to its main activities.

Trufo was part of the Wilmot Breeden group, which was taken over by Rockwell International

PROFILE: TRUFO
LORNE BARLING

of the United States in 1979, with the intention of co-ordinating its operation with its other motor component interests.

Although Trufo also manufactures valves and cooling fans for diesel truck engines, its overall activities clearly did not fit in with Rockwell's long-term plans, and when the Trufo management became aware of this, an approach was made to Rockwell.

The U.S. company's response was initially favourable, but it insisted that other offers should be invited and considered in competition with the deal proposed by Mr Harry Cox, the managing director, and five of his colleagues.

When the buy-out was first suggested, the managers had no firm financial proposals, and this seemed to be a major stumbling block, given the high eventual price of \$6.8m at which the sale was agreed.

However, early support from the Industrial and Commercial Finance Company led to the submission of the successful bid.

The agreed deal gave Mr Cox and his five colleagues equity shares in the company and the ability to increase these shares if its future performance was satisfactory. It also required heavy personal commitments from each, stretching their borrowing capacity severely, although they prefer not to give details.

In addition, roughly equal shares of the equity are held by ICFC and Candover Investments, with a smaller involvement by Sharp Unquoted Midlands Investment Trust, which also provided a loan.

According to Mr Cox, ICFC was able to offer an important service by providing forecasts on the company's future performance to compare with his own somewhat more optimistic assessment, thereby providing the right financial structure for its continued operation.

There was apparently little difficulty in reaching agreement among the company management on the shares each should hold; Mr Cox, it was decided, should have a slightly larger interest than the others—each of whom has equal shares—since he heads the company.

It was important, he believes, that directors covering the key company functions, marketing, manufacturing, finance and personnel, should all have been participants. This proved to be the case, and the reaction of customers to the buy-out has been generally favourable.



Trufo bosses show a selection of the components they are making. From left, the directors are Mr L. Niessen, sales and marketing; Mr A. Dawson, technical; Mr Harry Cox, managing director; Mr R. Bartlett, manufacturing; and Mr R. Lenton, personnel.

There were inevitably some last-minute hitches in the negotiations with Rockwell, which had based its selling price on asset value rather than potential earnings. Until the buy-out, the company had experienced some years of profit and some loss.

Soon after Rockwell's takeover of the company there had been a revaluation of assets, which Mr Cox and his colleagues believe did not reflect a fair asking price. Moreover, a deadline of September 30, 1980 was set by Rockwell, which suggested that the price might have to rise thereafter.

However, the deal was concluded on time and Rockwell agreed to some deferred pay-

ment for the company, having established that the buy-out proposals were as good financially as those of other bidders.

Mr Cox believes that in some ways Trufo customers are now more confident in the company's future than before, since there had been considerable uncertainty following the Rockwell takeover. Although operating from a smaller financial base, the company's intentions are more clear, he points out.

Trufo has relied heavily on its aero engine activities since the start of the recession, supplying parts such as gas turbine blades and shaped fabrications to Rolls-Royce for its RB-211 engine, to its U.S. com-

petitor Pratt and Whitney, and to General Electric, Plessey and Brown Boveri.

The buoyancy of the aero engine industry has helped offset lower demand for its other products, but overall projections made at the time of the buy-out have proved fairly accurate. Although demand for aero engine parts is now slowing, there has been some improvement in demand for cooling fans, and valve sales remain steady.

Nevertheless, the coming year is likely to prove more difficult for Trufo. Although higher interest rates do not affect most of the finance for the buy-out, a medium term loan from Bar-

clays will be more expensive.

Overall, Mr Cox believes that his company's spread of products over various industries and countries provides inherent strength, and efforts are now being made to increase export sales. The company already has a plant in Belgium for the assembly and marketing of valve and fan products into Continental countries.

A period of recession will certainly test Trufo's resilience, and the suitability of the financial package put together by ICFC, but the first year of operation since the buy-out suggests that the company's future is as secure as any in uncertain times.

The problems of buying out a public company

THERE is no reason why an entire public company cannot be bought out by its managers. It has not happened in the UK yet, but such deals are relatively commonplace in the U.S.

Perhaps the closest in Britain was the recent acquisition of Harris and Sheldon, but that commented offer by the main board directors themselves, in the City about such transactions.

The company had been liquidated with the approval of its shareholders. The parts of its business related to the lift industry were then sold to Otis Elevator for nearly £13.5m, while a new company owned by the chairman of Harris and Sheldon and certain other executives bought the rest for £8.8m. This was done with the help of financial support from the Midland Bank and Otis itself.

The proceeds of the sales added up to a cash offer to shareholders worth 56p a share, which looked very nice compared to a market price of under 30p before the package was put together. The independent board directors, advised by merchant banker S. G. Warburg, recommended acceptance.

Conflicts

But a number of institutional shareholders needed a lot of persuading before they finally approved the proposals. They were not suggesting any impropriety on the part of the managers involved, but they were concerned about the potential conflicts of interest in such a deal.

The directors of a company, after all, are the ultimate insiders, and must have a far better idea than anyone else of

the scope for future growth. The directors of a public company can look after themselves when deciding whether to sell, but such decisions are less well placed to make a judgment when approached with a takeover offer by the main board directors themselves.

For these reasons, the institutional shareholders in Harris and Sheldon would have preferred to keep a continuing interest in the part of the business which was being bought by its managers. In the end, they were persuaded that there were tax barriers to presenting the deal in such a way, and that anyway it was questionable whether the rump of the group could have stood up as an independent listed company.

While recognising these problems, Mr Roger Brooke, chief executive of Candover Investments, does not exclude the possibility of management bids for quoted companies in the future. He suggests such a move might be appropriate, for instance, in companies with large family shareholders who are known to be willing sellers.

Shareholders are free to accept an offer or reject it, and under the rules of the City's Takeover Code, they must be given independent advice by competent outsiders.

All the same, the institutions are obviously going to ask a lot of questions of managers who say that they can make a business worth more in their hands than in those of the public. Such deals are likely to be few and far between.

Richard Lambert

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Since no two management buy-outs are identical the financial needs of those buying out must be similarly varied. To put together the finance package which best suits a particular situation needs, above all, a flexible approach.

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The competitive alternative for long-term capital

A simple guide to do's and don'ts

- Make your business plans on the basis of pessimistic rather than optimistic assumptions. The chances are that you and your company are going to be very highly borrowed after the deal and you will need a safety net.
- Get good advisers. Although tax and company law has been simplified to ease the path of buy-outs, there are still a number of minefields. Good advisers will also be able to help you prepare your business plans, value the company, and spot any shortcomings in your existing management structure.
- Plan your initial overture to the present owners with extreme care. In the words of one adviser: "It's like asking someone to marry you: whatever the answer, things are never quite the same again afterwards." It may be best to make the first approach on an informal basis to a friendly main board director—perhaps just after you have had a cherished capital investment proposal turned down by head office. Don't get into formal negotiations until you are confident that you want—and are able—to go the whole way.
- Once you've decided to take the plunge, be careful not to get carried away by the idea of being your own boss. Buy-out advisers say that managers often take a long time convincing themselves that they are up to the challenge—but that once they have made their minds up, they tend to want to push ahead even if the selling price turns out to be on the

- high side. An extra few thousand pounds may not sound too much during the first flood of enthusiasm, but a year or so hence that extra burden could just be the last straw.
- Take your customers, suppliers' and workforce into your confidence as soon as you possibly can. They are going to have to get used to dealing with an independent company—probably quite a small one—rather than with the subsidiary of a much larger group, and they have every right to be concerned about the prospect. It makes sense to identify all the sensitive areas as early as possible in the buy-out plan, for any loss of confidence or goodwill on the part of any of these interested parties could threaten the whole enterprise.
- Try to keep a good relationship with the original owners. Even if you are not going to depend on them for supplies or for office space, access to business records and friendly guidance from former colleagues could be of enormous help in the future.
- After the deal has gone through, keep your financial backers as much in the picture as possible. Make it your business to see that you never have to give them a nasty surprise. Your company is going to owe them a great deal of money, and their continuing confidence and support is of vital importance.

Richard Lambert

هكمان الأصيل

POLITICS TODAY FROM OSLO

Norway's 'Mrs Thatcher'

by Malcolm Rutherford

MR. MICHAEL FOOT, the leader of the Labour Party, said his deputy, Mr. Denis Healey, are fond of citing Norway as a country which has managed to weather the economic storms while maintaining full employment. They did it again in the debate in the House of Commons on Wednesday.

Their argument overlooks the fact that for the first time since 1922, the Norwegians now have a solely Conservative Government bent on pushing back the numbers of the state, and that the Labour Party vote has been in steady decline over the years, just as it has in Britain.

This week I have been in Oslo talking to Mr. Kaare Willoch, the new Prime Minister, and some of his Cabinet colleagues. It is possible that he may succeed where Mrs Thatcher has run into opposition and President Reagan has run into difficulties.

Of course, the differences are at least as important as the similarities. The main one is

Willoch scores in his gradualism — perhaps in being prepared

that Norway has a population of little more than 4m. Running Norway must be rather like running Scotland as an independent state, and outside the Common Market to boot.

Yet all three administrations — the British, the American and the Norwegian — have a certain amount in common in their basic approach: a desire to stop the growth of the power of the state, to check the rise of public expenditure — at least as a percentage of gross domestic product, to cut direct taxes, to restore incentives to the private sector and, at the same time, to spend more money on defence.

Where Mr Willoch scores is in his gradualism, and perhaps also in the amount of preparation his party made before it came to office.

But, first of all, why did the Norwegians vote Conservative last month, when much of Europe, France and Greece seems to be moving to the left

and when Mr Olaf Palme, the Swedish Socialist leader, is set to return to power in neighbouring Stockholm?

Part of the answer seems to lie in a general swing against the government of the day. In Norway the Labour Party was the establishment, almost a way of life for a whole generation; any protest was a demand for change had to be against it. In France and Greece the establishment was conservative, so the vote went left.

That is the negative answer. There is also a positive explanation. The evidence from Norway, as from Britain and the U.S., is that people were tired of excessive government intervention and regulations, and wanted to give a chance to a party which offered less government and more private incentives.

The evidence from Sweden is that the non-Socialist parties were offered that chance in the mid-1970s, but that they muffed it because in a multi-party system they were unable to form an effective coalition. Mr Palme is ready to make his comeback because he has more or less kept his Labour Party together.

There are two general lessons. One is that, especially in a period of low economic growth, any government is likely to be voted out at the next general election. But the second is that there is still some electoral demand for a retreat from Socialism, if it can be achieved.

That is where Mr Willoch's gradualism comes in again. He has some built-in advantages peculiar to the Norwegian system. For example, next year's budget — it works by the calendar year — is basically prepared by the outgoing government. You can change it a bit, but not all that substantially. You do not get into the position which Sir Geoffrey Howe, the British Chancellor of the Exchequer, allowed himself to be in in 1979 of seeking to make major tax changes within a few weeks of taking office. There is time to think.

Again the outgoing government had already accepted that public expenditure had been growing too fast and had begun to introduce its own remedies. It was reducing subsidies and trying generally to make the



economy more competitive.

Last February it chose a new leader in Mrs Gro Harlem Brundtland. She has much in common with Mr Willoch. Both are intellectuals who can catch the prevailing political wind. Mrs Brundtland is a moderate social democrat. Mr Willoch is a moderate Conservative. The chief difference between them is that the outgoing government proposed a budget for 1982 that would have entailed a modest increase in direct taxation. Mr Willoch is trying to get rid of that increase while balancing the loss of revenue by cuts in public expenditure. The results will be known next week when the revised budget is published.

Mr Willoch says that he believes in supply side economics — the theory embraced by President Reagan which suggests that if you cut direct taxes, there will be a restoration of individual incentives and, therefore, economic growth. But, in practice, he is much more cautious. There is, he says, always a time lag between the cutting of the taxes and the beginning of the growth, and that can be politically dangerous.

Thus, he is proceeding slowly. His first aim to replace the tax increases proposed by the outgoing government with spending cuts. There is no dramatic

promise of a switch to indirect taxation, or of risking an increased public deficit or of waiting for supply side economics to work.

Four years — the normal period between Norwegian general elections — are a long time in politics, and it is better to move gradually, taking public opinion and the opposition with you by a process of persuasion. But if you succeed in that, he adds, four years is enough in which to achieve a very considerable change of direction.

Another of his key words is flexibility. It is not necessary, he says, to challenge traditional beliefs, such as in the welfare state, head-on. First you cut at the edges, then undertake a more fundamental review. In this senior officials, who do not change with a change in government, seem to agree with him. So does Mrs Brundtland.

The comparisons with Mrs Thatcher's Government should be obvious. And Mr Willoch does warn that they should not be taken too far. The British economic malaise, he says, is probably far more deep-rooted than that of Norway. In Britain it has been going on for a very long time. In Norway it began only in 1974 and economic stagnation set in only in the last year or so. In the 1970s Norwegian economic growth averaged over 4.5 per cent annually; now it is zero.

The unemployment difference is probably explained by Norway's small population. The latest figures say that about 1.5 per cent, or 25,600 people, are now out of work. The Norwegians, including the new government, actually think that that is a serious problem, and note the way that the number of young unemployed has grown — up 700 on a year ago.

What has happened is that a country which discovered abundant resources of oil and gas now has a distorted economy. The engineering skills have gone into the North Sea, which is where the money comes from, and past Labour Governments have been living on it. Oslo today is visibly more affluent, compared to 10 years ago, in a way that you would not say of London.

At the same time, however,

the rest of the economy has gone into decline. There has been scarcely any improvement in non-oil related productivity since 1974. In Norway, even more than in Britain, you can hear people saying that it would have been better to have kept the oil and gas in the ground or, as one senior Conservative politician argued, to have given it to the United Nations. "We would," he said, "have been poorer, but happier."

The Norwegian oil and gas revenues are proportionately much greater than in Britain because Norway is a small consumer. They will account for about 20 per cent of central government receipts this year while oil and gas make up over 30 per cent of Norwegian exports. The country would have been totally different without them.

Yet here again one comes back to Britain. Norwegians complain that there has been no attempt to separate the oil and gas revenues from the rest and to invest them in the future.

People say the oil and gas should have been given away

They are a bonus which is being immediately consumed, sometimes indeed before it has been received. That is precisely the pattern of the British debate about oil revenues over the past few years.

There are other recognisable similarities. Norway has a peace movement much like the British or that of West Germany. There is also a problem of disaffected youth, outside the conventional political system. There is a feeling that Statoil, the state oil company, has become too powerful, almost a state within a state and ought to be provided with private competition.

Yet the greatest similarity of all is that sufficient people voted Conservative to give a government the chance of redressing the power of the state. They also voted against appearing the peace movement.

It is up to Mr Willoch to take his opportunity. By his gradualist approach, he might

Lombard

Economics of the Coal Board

By Martin Dickson

"THE BEST of all monopoly profits," observed Sir John Hicks, the economist, "is a quiet life." How unfortunate, then, for the National Coal Board that its tranquillity is about to be shattered by the descent of a prying team from the Monopolies Commission, intent on monitoring its efficiency.

At first sight the assignment might seem a mouth-watering proposition for the keen efficiency auditor: an organisation which will require £550m in Government grants to break even this year must surely have many secret skeletons just waiting to be dragged into daylight?

Alas for the eager auditor, the biggest skeleton in the NCB's possession is not lurking in any cupboard but on display for all the world to see: it is producing too much coal at too high a cost. Much of the Monopolies Commission's report could therefore turn into a dazzling statement of the obvious: that the NCB is not closing its elderly, loss-making pits nearly fast enough.

Nor are any Commission recommendations on this subject likely to have much practical relevance. Pit closures are a political and social problem rather than an economic one. This point was graphically underlined last February when the NCB announced plans to close 23 loss-making pits before time. When the miners went on strike in protest the Government took a political decision to back-track and give the Board sufficient funds to keep the pits going.

Nevertheless, there are numerous areas where the Commission could usefully tell us just how efficient the NCB is: cost control, management information systems and relations with mining equipment suppliers to name but three.

Perhaps the most fruitful area of examination is the Board's huge capital investment programme, on which some £3bn has been spent since the mid-1970s. This is starting to produce results, in the form of rising productivity — but not before time. Even now, output per man is not much higher than in the early 1970s. Why has it taken so long to improve, and how have labour costs moved in relation to produc-

tivity? The Board's investment appraisal record must also be examined, since the NCB has sometimes been accused of paying more attention to production for its own sake than to profitability. We may want coal, but not at any price.

High too on the Commission's list should be energy forecasting, where the Board's recent record smacks of complacency. In public, at least, the NCB is still sticking to UK coal demand forecasts which were first published in 1977 and now look far too optimistic.

The 1977 figures suggest UK demand in 2000 will be between 135m and 200m tonnes, with a midpoint of 170m tonnes. But a succession of independent reports over the past two years have suggested much lower figures. The latest of these, by brokers Quilter Hilton, gives a range of 107m to 128m tonnes, which seems far more realistic than the Board's tally.

These lower forecasts are being used by the NCB's opponents to argue that its capital investment programme will produce too much coal and that it should not be given permission to sink the three new pits it wants around the Vale of Belvoir. The argument is not particularly convincing for even after development of Belvoir the NCB will only have about 113m tonnes of capacity at the turn of the century, well within most of the new forecast ranges.

True, the Board has repeatedly said it intends to expand production to 130m-160m tonnes by 2000. But it does not seem to have much hope of doing so. The projects necessary to achieve this are not yet under way. Financial restrictions and the long lead times needed to bring new reserves into production mean the Board could be lucky to reach 130m tonnes of capacity by the turn of the century.

The end result, then, could still be a rough balance between UK coal supply and demand. But that does not absolve the NCB of the responsibility to produce some more realistic demand projections. Before it seeks permission to develop any more mines — a planning application may be submitted in Warwickshire next year — it must go back to the drawing board.

Letters to the Editor

It is indeed time to come to a decision on Berec

Sir,—Mr. L. W. Orchard, whose letter on the subject of Berec Group appeared on October 29, tells us that for more than 40 years he was in the battery industry and knows "better than most." The letter does not mention that for 24 years Mr Orchard was a director of Berec, which was of course formerly the Ever Ready Company, and that he was its chairman for over 10 years.

What his retirement in 1979, I should disclose that I am an executive director of Hanson Trust.

First of all Mr Orchard's exposition of Hanson's business philosophy in the first paragraph of his letter must be utterly refuted. Hanson can be unashamedly proud of its record of developing the companies it has acquired over the years, as any examination of its published accounts will show.

In a different capacity I met Mr Orchard in 1972 when the company of which I was then a managing director was acting for Crabtree Electrical Industries, which Ever Ready

acquired in September that year. In a circular issued then by the board of Ever Ready, under the chairmanship of Mr Orchard, Crabtree shareholders were promised an "exciting future." When the acquisition was completed the price of Ever Ready (Berec) shares, appropriately adjusted for a subsequent rights issue, was 147p. Only a few months ago it was as low as 55p.

In Mr Orchard's letter to you he talks of the "highly technical field" of electrochemical systems "in which Berec is involved and asserts that Berec has kept up with the rapidly advancing technology in the industry. In his chairman's statement in June 1978, Mr Orchard told the Ever Ready shareholders that "in spite of both City and government department references to so-called 'new high technology' batteries there is neither anything 'new' nor anything 'high' in the context to which they refer, apart from higher costs in using such systems." At the same time, although

reporting pre-tax profits £3.7m down for the year at £25.3m, Mr Orchard assured his shareholders that the company was "in good shape." Its reported profits have continued to decline ever since.

The Ever Ready accounts in 1977 showed Mr Orchard as having an interest in 5,737 unrestricted ordinary shares, 75,000 incentive scheme shares and 55,000 share options, i.e. an interest in a total of 135,737 shares. The share register of Berec as at September 11 1981, shows that he is the registered holder of 3,000 ordinary shares; it does not disclose whether Mr Orchard still has an interest in any Berec incentive scheme shares. Would Mr Orchard, who has offered investment advice gratuitously to your readers, like to let them know what share interest he retains in Berec, and whether he has sold any shares and if so at what prices, over the past four years? I enclose a wNba 7890/t 12345.

John H. Pattinson,
180 Brompton Road, SW3.

Quiet tax rebellion developing

From the managing director Tax File

Sir,—An apparent reluctance of Governments to tackle the black economy face-on is probably based as much on embarrassment as on the difficulties involved in trying to collect this revenue. This is particularly likely with the present administration, which won the last election on promises of tax and public spending cuts and, failing to achieve the latter, cannot afford the former.

The result of the combined effects of high direct and indirect taxation is that the black economy now signifies a quiet tax rebellion widely supported and willingly entered by many sections of our community. Tax morality is at a very low ebb and is unlikely to improve all the time Government impose such massive penalties on work and initiative.

It is not widely appreciated that, while the basic rate on income tax is 30 per cent, the Government currently takes 51.45 per cent of every £ of taxable income earned by most employed people. This is made up of: income tax (30 per cent), employee's Class 1 NI (7.75 per cent), employer's Class 1 NI contribution (13.70 per cent).

Put another way, for every £1 gross an employer pays an employee, the cost to the employer is £1.137p and the employee receives only 62.25p net once he has used his tax-free allowance. Once he receives his 62.25p the employee is faced with the 15 per cent VAT rate on most of his purchases. Dennis J. Fowle,
4 Valentine Place, SE1.

Expansive but not expensive

From the Public Relations Officer, Royal Institution of Chartered Surveyors

Sir,—We appreciated your reference to our new appointments service ("Marketing the skills of chartered surveyors," October 26) and, particularly, to the growth in opportunities for building surveyors. But a gremlin has been at work on the last paragraph. Building surveying is "expensive" not "expensive." Any inflation, we are pleased to point out, is in our members not in their charges.

Margaret Cox,
The Royal Institution of Chartered Surveyors,
12, Great George Street,
Parliament Square, SW1.

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The rise in import volume

From Mr A. Horsnail

Sir,—The rise in import volume of 24 per cent for September 1981 reported by the Department of Trade considerably overstates the likely underlying trend. Government statistics regularly "wash" much of the "importing" too much from particular figures for one month instead of a trend over several months. Even so, a sharp fall in sterling exchange rates in mid-summer months further clouds the picture.

The point is that with the majority of imports invoiced in foreign currencies, the current rate of exchange with sterling used by Customs and Excise for recording purposes is often quite different from the actual cost of imports to the importer. In most cases, importers bought forward their foreign currency needs several months ago. My earlier studies showed a "lead" time of 4-6 months. If all UK importers bought their currency requirements earlier, then the sterling costs is about 12 per cent less than shown in the published figures. The import volume change falls by the same sort of magnitude to a more reasonable 12 per cent rise since the first quarter.

It is interesting that this national 12 per cent rise in imports is much closer to the 16

per cent rise in recorded exports over the same period. Export volume indices are much less vulnerable to foreign exchange rate changes because a high proportion of exports are invoiced in sterling. I raise these points now because some commentators have drawn a rash conclusion that restocking by British industry, as UK production recovers from recession, is causing a surge in imports. Time will show, I respectfully suggest, that this is not a problem on the scale indicated by the present overseas trade figures.

Alan Horsnail,
Capital House,
22, City Road, EC1.

Rediscovery needed in the Third World

From Councillor C. Meakin

Sir,—I was delighted to see (October 23) that your resident iconoclast, Mr Samuel Brittan, is totally unimpressed by the latest north-south dialogue campaign to create a "New international economic order." Equally sound are his doubts that anything fundamentally worthwhile is going to emerge from the latest junket on the subject in Cancun, Mexico.

Despite all those interminable conferences, interminable treatises and reports, endless

UN initiatives, no one has yet found an effective answer to the Third World problem. Maybe they fail to find an answer because the question they keep asking, however fashionable, is the wrong question.

The fashionable line of argument assumes that the developed nations have built themselves an exclusive club and refuse to let its goodies. The conventional question, therefore — stripped of the verbiage — runs "Why is the Third World not part of the prosperous West?"

That question gets everyone nowhere. So change it; ask instead: "Why is the prosperous West no longer still part of the Third World?" The real answer to that is buried deep in the Renaissance — prior to which the West was part of the Third World.

Only when Third World politicians, their advisers and propagandists are prepared to rediscover what actually happened for themselves will there be real hope of real advance for their countries. Meantime their rapid cycle of power, promises, non-delivery and being deposed will continue indefinitely. And in the meantime the bank vaults of Switzerland will continue to swell with the secret harvest of Third World aid.

(Cllr) Christopher Meakin,
Members' Room, Town Hall,
Peckham Road, SE5.

Portsmouth Sunderland static at halftime

ALTHOUGH TAXABLE profits of Portsmouth and Sunderland Newspapers remained static at £1.31m, against £1.3m, for the 26 weeks to September 26 1981, the directors point out that the comparative figures were affected by a loss estimated at £500,000 as a result of a national dispute.

After 13 weeks pre-tax earnings were £196,000 higher at £736,000.

Turnover for the half year improved from £10.25m to £11.52m.

The pre-tax surplus included income from investments lower at £35,000 (£128,000) and interest on short-term deposits of £307,000 (£204,000).

Tax took £328,000 (£353,000) which included a transfer from deferred tax of £178,000 (£300,000).

After extraordinary debits of £98,000 (nil) for goodwill written off purchase of shops the attributable profit showed a decline from £943,000 to £589,000.

Stated earnings per 25p share, before extraordinary item less the cost of preference dividends, moved ahead from 7.5p to 8.2p but the net interim dividend is held at 1p—for 1980-81 a final of 2.25p was paid from pre-tax profits of £3.09m.

Current cost accounting reduces the taxable figure for the half year to £526,000 (£573,000).

Hunting Assoc. moves to £2.2m

FOR THE first half of 1981 taxable profits of Hunting Associated Industries advanced from £1.76m to £2.21m on turnover ahead at £81.36m, compared with £76.03m. At the trading level, however, profits emerged £1.03m lower at £1.55m.

The directors point out that although the overall results appear to be better than those of the same period for 1980, after taking into account the share of trading losses of the discontinued Channel Islands aviation companies last time of £1.55m group trading profits were appreciably lower in the first six months and reflect the effects of the recession.

They say that the subsidiaries are continuing to encounter difficult conditions and their profits for the year are expected to be significantly lower. The associated companies, however, are showing an improvement—in the first half their share of profits increased from £433,000 to £659,000.

Tax for the six months took £876,000 (£825,000) and after minority debits of £166,000 (£227,000) attributable profits came through at £1.37m, against £907,000.

Stated earnings per share increased from 7.43p to 11.14p basic and from 5.57p to 8.36p diluted but the net interim dividend is the same at 2.5p per 25p share—for 1980 a final of 2.5p was paid from taxable profits of £6.05m.

The group's interests include aviation support, engineering, resource surveys and photography.

comment

Hunting Associated has run into a moderate headwind. Only the elimination of last year's losses in Channel Island aviation has allowed for any appearance of progress in the first half of 1981. On a like-for-like basis, trading profits have fallen by about two-fifths. Aviation support has inevitably been less profitable, given the worldwide air transport slump. And although defence engineering held up comparatively well, Hunting's other engineering has tended to struggle. Borrowings climbed fast during 1980, and have not much changed since the year end, leaving the balance sheet about 50 per cent geared. The group's only dynamic element at the moment seems to be its 24 per cent stake in Hunting Petroleum, whose much-increased profits are responsible for most of the 52 per cent rise in Associated's associate income. Unfortunately for holders of Associated, Petroleum has increased its dividend only by a conservative 12 per cent. Full-year profits of £4.5m seem unlikely to be much exceeded by Associated, suggesting a fully-taxed and diluted multiple in the low 20s. The shares have come back by 80p since May, but they still yield less than 3 per cent at yesterday's unchanged 28p.

Modern Engineers in the red midterm

FOR THE first half of 1981 Modern Engineers of Bristol (Holdings), the industrial building and engineering contractor, fell well into the red. The directors forecast only a reduction in the rate of losses for the second six months and, although the net interim dividend is held at 1p, they warn that the final payment will very much depend on the outcome of second half trading. Last year's total dividend was 3p.

The taxable deficit for the first half totalled £229,281. This compares with profits of £130,388 for the corresponding period and £119,000 for the last full year.

Turnover at the interim stage showed a fall from £4.57m to £3.63m. There was no tax charge. A 25p share is stated at 7.6p (1.3p earnings).

The directors report that the recession has affected all activities and the company has been working at low capacity on commercially unviable price levels.

Despite continuing strenuous efforts, the company has only recently managed to increase the volume of work to break-even capacity.

However, when an upturn in the economy and construction industry occurs, the company is well placed to secure its proper share of the market, the directors add.

£1.25m setback at Coates Bros.

PRE-TAX profits of Coates Brothers, printing ink manufacturer, supplier to the printing industry, fell by £1.25m to £3.06m for the six months ended June 30, 1981, but the interim dividend has been maintained at 0.85p net per share. Turnover increased slightly from £53.21m to £54.17m.

Sir Richard Anthony Meryies, chairman, says that trading in the UK remained at a very depressed level throughout the first quarter, but an improvement in both sales and profitability in the second three months has been maintained.

Pre-tax profits for the full year should be close to the £7.45m of 1980, he states, although the attributable balance will probably be lower as a result of heavier tax charges this year.

Sir Richard adds that overseas trading has continued buoyant with improving profitability, and that group liquidity continues to be satisfactory.

Tax for the six months takes £1.36m against £1.78m, and after minority interests of £183,000 (£197,000) and an extraordinary credit of £43,000 (nil) the attributable balance came out at £1.56m, compared with £2.35m. Earnings per share are shown as 3.73p (5.81p).

Comparative figures for 1980 were restated to reflect the change in accounting policy at December 31 relating to additional replacement cost depreciation—pre-tax profit was increased by £553,000 as a result.

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether dividends are intended or the subdivisions shown below are based mainly on last year's timetable.

TODAY
Interim: Arbushnet Sterling Fund, R. H. Cole, Davies and Newman, Howard and Wyndham, S. James, Stanley Miller, Overseas Investments, Platinium, UBM.

Finals: C.L.R.P. Investment Trust, J. Heworth, Gressard, New Sybetic, Priest, Mariani, Wood Hall Trust.

FUTURE DATES

Interim:
Allied Irish Banks Nov 11
British Investment Trust Nov 12
Fidelity Radio Nov 4
Sainsbury (J.) Nov 4
Sheffield Brick Nov 4
Whitbread Nov 10
Finals:
Herman Smith Nov 6
Majestic Investments Nov 22
Wemyss Investment Nov 5

20th CENTURY HARDWARE

Mr Martin Page, of Peat Marwick Mitchell, has been appointed receiver and manager of 20th Century Hardware of Carlton Way, Thetford, Norfolk.

Mr Page says trading will continue for a limited period, but some two-thirds of the present work force of 41 are being made redundant.

BANK RETURN

Wednesday, Oct. 28 1981

BANKING DEPARTMENT

Liabilities	£	£
Capital	14,533,000	2
Public Deposits	40,991,523	125,312
Bankers Deposits	618,208,865	28,412,589
Reserve & Other Accounts	1,275,199,502	41,496,294
	2,153,040,994	70,774,285
Assets		
Government Securities	238,663,009	27,569,567
Advances & Other Accounts	1,043,523,705	30,502,500
Fixed Assets	543,682,555	32,126,729
Reserve & Other Accounts	27,668,590	3,722,403
Other	247,000	12,527
	2,153,040,994	70,774,285

ISSUE DEPARTMENT

Liabilities	£	£
Notes issued	10,800,000,000	25,000,000
In Circulation	10,772,527,450	21,722,527
In Banking Department	27,668,590	3,722,403
Assets		
Government Debt	11,015,100	1,015,100
Other Government Securities	8,404,940,043	2,863,228
Other Securities	2,184,044,555	16,126,251
	10,800,000,000	28,004,579

LONDON TRADED OPTIONS

Oct. 29, Total Contracts 453, Calls 245, Puts 208

Option	Strike	Closing price	Vol.	Closing price	Vol.	Closing price	Vol.
BP (c)	300	21	6	24	3	24	3
BP (p)	300	11	3	13	1	13	1
BP (c)	280	11	5	13	1	13	1
BP (p)	280	11	1	22	1	22	1
BP (c)	250	11	1	48	1	48	1
Cons. Gld (c)	500	27	9	42	1	42	1
Courtide (c)	50	5	1	21	1	21	1
Courtide (p)	60	2	1	27	1	27	1
GEO (c)	750	63	1	42	1	42	1
Gr'd Met. (c)	160	13	10	18	1	18	1
ICI (c)	350	23	6	25	3	25	3
ICI (p)	280	11	1	13	1	13	1
ICI (c)	300	7	9	12	1	12	1
ICI (p)	240	6	4	13	1	13	1
ICI (c)	350	12	1	10	1	10	1
ICI (p)	280	22	19	25	1	25	1
ICI (c)	320	24	12	28	1	28	1
Land Sec. (c)	350	17	1	19	1	19	1
Land Sec. (p)	350	17	1	19	1	19	1
Land Sec. (c)	350	17	1	19	1	19	1
Land Sec. (p)	350	17	1	19	1	19	1
Shell (c)	350	17	1	19	1	19	1
Shell (p)	350	17	1	19	1	19	1
Shell (c)	350	17	1	19	1	19	1
Shell (p)	350	17	1	19	1	19	1
Shell (c)	350	17	1	19	1	19	1
Shell (p)	350	17	1	19	1	19	1
Imperial (p)	60	31	1	31	1	31	1
Lomrho (c)	70	6	1	7	1	7	1
Lomrho (p)	70	6	1	7	1	7	1
P & O (c)	100	41	1	41	1	41	1
Racal (c)	420	5	1	38	1	38	1
Racal (p)	450	2	1	28	1	28	1
Racal (c)	350	12	1	10	1	10	1
Racal (p)	380	20	1	32	1	32	1
RTZ (c)	500	42	1	42	1	42	1
RTZ (p)	500	6	1	27	1	27	1
RTZ (c)	450	1	1	10	1	10	1
RTZ (p)	450	1	1	10	1	10	1
Vaal Rte. (c)	60	24	1	24	1	24	1
Vaal Rte. (p)	60	24	1	24	1	24	1

EUROPEAN OPTIONS EXCHANGE

Series	Vol.	Nov.	Last	Vol.	Feb.	Last	Vol.	May	Last	Stock
OLD C	4400	1	38							4486
OLD C	4425	80	15							"
OLD C	4450	12	5							"
OLD C	4475	6	1.30		5	18				"
OLD C	4500	5	1							"
OLD C	4525	5	0.60							"
OLD C	4550	1								"
OLD C	4575	1		11	4.80					"
OLD C	4600	10	3.50	28	19.4					"
OLD C	4625	45	12							"
OLD C	4650	2	1	3	51					"
OLD C	4675	2	48							"
		Jan.		April			July			
OLD C	F.280	8	9							F.280
OLD C	F.22.50	150	0.50							F.21.40
OLD C	F.22.50	2	1.70							"
OLD C	F.50	2	1							"
OLD C	F.45	20	1.60							"
OLD C	F.45	20	1.60							"
OLD C	F.45	20	1.60							"
OLD C	F.45	20	1.60							"
OLD C	F.45	20	1.60							"
OLD C	F.45	20	1.60							"
OLD C	F.45	20	1.60							"
OLD C	F.45	20	1.60							"
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APPOINTMENTS

Amalgamated Metal changes

Mr J. Stegmann chief executive of AMALGAMATED METAL CORPORATION and managing director of Preussag's metal division, has relinquished his position as chief executive to Mr H. Junke, finance director of AMC. Mr Stegmann will remain a non-executive director of AMC. Mr Heinz-Juergen Vogel, a senior executive of Preussag, has been appointed as director of AMC. Mr R. W. Cow, Mr R. M. Jackson and Mr T. G. Lock, who are senior group executives of AMC, have been appointed alternate directors.

Mr S. J. Cockburn has been appointed chairman of CHARLES CLIFFORD INDUSTRIES, following the resignation of Mr O. K. Jessel. Mr V. I. Masterman-Hume and Mr T. A. Lewis have also resigned from the board. Mr J. D. Roberts has been appointed secretary.

Mr Graham F. Finlett, a partner in Lovell, White and King, solicitors, will be seconded as secretary to the Stock Exchange PANEL ON TAKE-OVERS AND MERGERS from November 2.

At BRITISH INTERNAL COMBUSTION ENGINE RESEARCH INSTITUTES Mr M. I. S. Flint has been appointed a director. Mr D. S. D. Williams and Mr E. J. Nestorides have retired from the board.

Mr Roger A. Pinnington has been appointed a vice president, TRW Overseas Inc., located in London, and has been elected deputy chairman (non-executive), CAM GEARS. He has resigned as managing director. Mr Douglas S. Leese remains chairman, (non-executive), Cam Gears. Mr Alan T. Fletcher has been appointed managing director, Cam Gears, and Mr Robert M. Lynas (U.S.) is TRW (Automotive World Wide) Inc. vice president, has joined the Cam Gears board. The company is a subsidiary of TRW Inc., Cleveland, Ohio.

Sir Harry Hookway has accepted an invitation to serve as chairman of the BRITISH COUNCIL LIBRARIES ADVISORY COMMITTEE. He is deputy chairman and chief executive of the British Library Board.

Mr Michael J. Mallett, chair-

man and chief executive of NEILL TOOL GROUP, who is already chairman of Neill Tools, will assume the additional post of managing director of Neill Tools following the resignation of Mr A. A. Taberner, who has become managing director of Record Ridgway. Mr G. W. Ward, an executive director of James Neill Holdings (the parent company of Neill Tool Group) will become deputy chairman of Neill Tools.

MARINEX PETROLEUM, which holds oil exploration and development licences on onshore sites in southern England, has appointed Mr Peter Clarke as managing director. He joins Marinex from Mesa Petroleum Co., where he was vice president international responsible for exploration activities in Australia. The company's founder and previous managing director, Mr D. W. Williams, now becomes deputy chairman, to concentrate on new exploration opportunities.

Mr C. W. Claydon, southern regional transport manager of EXPRESS DAIRIES, has reached his 65th birthday and retires after 36 years' service with the company on October 31.

OVERSEAS

Far East chief for Croda

DAF TRUCKS announces the retirement of Mr David Mansell from the Eindhoven-based board of management in 1982. While Mr Mansell will reach pensionable age in June, he will remain in office until the year end for a smooth transition with his successor, Mr A. Van der Pakt, a fellow member of the board of management currently responsible for DAF Trucks special products division.

PREMIER CONSOLIDATED OILFIELDS, British independent exploration and production company, announces that Dr Krishna M. Persad has joined the staff as manager of the exploration and production in Trinidad. Other appointments in Trinidad: Mr Alfred Olliver as production manager, Mr Bilal Abdullah as information resources manager and Mr Alan Jalkanen as projects and services manager. Dr Persad was formerly chief geologist of Trinidad and Tobago Oil Company, the State company, where Mr Abdullah and Mr Olliver were also executives. Mr Jalkanen was formerly head of special production projects for Trinidad-Tessoro.

Mr Robert D. Kuntzsch of Redding, Connecticut, president of Homequity, Inc., Wilton, Connecticut, relocation management services company, has been appointed executive vice president with the firm's parent company, PHH GROUP, Hunt Valley, Maryland. He will continue as president of Homequity.

Mr Paul Hudson has been appointed representative director for Asia and Australasia by CRODA INTERNATIONAL. He will be responsible for developing and directing Croda's operations in the area extending from India in the west to Hawaii in the east and from Japan in the north to New Zealand in the south. The appointment takes effect in early 1982 when Mr Hudson will relinquish his post as managing director of Croda Organic Chemicals for which Mr D. C. Jackson, deputy chairman of Croda International, will take full responsibility as executive chairman.

The FIRST NATIONAL BANK OF BOSTON has appointed Mr Peter Graham Bates as vice-president and general manager of the bank's Paris branch. In addition, he was made general manager of Boston Credit-Bail, SA, an affiliate of First National Bank Corporation that provides leasing and equipment financing.

FT

A FINANCIAL TIMES CONFERENCE

World Telecommunications

Issues to be discussed:

- The US experience in deregulating its communications industry
- Britain's controversial experiment in liberalisation
- The current position and outlook in other major Western European countries
- Recent developments in communications technology and the growth of new services

Some of the speakers taking part:

Mr Kenneth Baker, MP
Minister of State for Industry
and Information Technology
Department of Industry, UK
Mr William S. Cashel, Jr
Vice Chairman of the Board
AT & T
Mr William G. McGowan
Chairman of the Board
MCI Communications Corp

Dipl-Ing Dietrich Elias
State Secretary,
Federal Ministry of Posts and
Telecommunications, Bonn
Sir George Jefferson, CBE
Chairman
British Telecom
Mr Eric Sharp, CBE
Chairman
Cable & Wireless Limited

Mr Hakan Ledin
Executive Vice President
Telefon AB LM Ericsson
Admiral Sir Raymond Lygo, KCB
Chairman and Chief Executive
Dynamics Group, British Aerospace
M. Jean-Claude Nicole
Chairman of the Board
Tel Sat

Date and Venue:

16-17 November 1981
Inter-Continental Hotel, London

Official Carrier:

British Caledonian Airways

World Telecommunications

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BARCLAYS HOME MORTGAGE RATE

Barclays Bank Limited announces to existing borrowers under its Home Mortgage Scheme, that with effect from the close of business on 2nd November 1981 the Barclays Home Mortgage Rate will be increased from 14% to

15%
per annum

BARCLAYS

Published by Barclays Bank Limited Reg. No. 48839. Reg. Office 54 Lombard Street, London EC3P 3AH.

An International Group
in many fields of textiles

COATS PATONS LIMITED

Interim Announcement

Unaudited results for January/June 1981 and the comparative figures for 1980 are as follows:

	Jan./June 1981	Jan./June 1980	Year 1980
Turnover	389,946	345,512	689,423
Trading profit before charging depreciation	42,411	37,453	80,625
Less Depreciation	8,023	7,265	14,225
Trading Profit	34,388	30,188	66,400
Interest and other charges	8,686	6,575	13,903
	25,702	23,613	52,497
Profits of associated companies	1,141	1,392	2,792
Investment and other income	1,304	1,673	10,665
Profit before taxation	26,147	26,678	65,954
Taxation	13,739	11,178	23,529
	14,406	15,500	42,425
Investment grants	225	164	361
Profit after taxation	14,633	15,664	42,786
Interest of minority shareholders	2,215	2,295	4,295
Profit before extraordinary losses	12,418	13,439	38,500
Extraordinary losses	—	1,085	5,278
	12,418	12,354	33,222
Preference dividends	24	24	48
Profit earned for ordinary shareholders	12,394	12,330	33,174
Ordinary dividends	3,874	3,874	11,068
Profit retained	8,520	8,456	22,106
Earnings per ordinary share of 25p	45p	46p	13.6p
U.S. Dollar rate of exchange used — Dollars per £	\$1.85	\$2.40	\$2.39

Sales of £390 million (1980 £346 million) rose by 13%. There was an increase of \$87 million for price changes and \$5 million due to exchange with volume £18 million down.

Trading profits increased by \$4.2 million, or 14%. Lower volume was compensated by price increases and cost savings leaving margins little changed at 8.5%. Exchange movements overall reduced profits by £2 million. OECD currency movements increased profits by \$5 million, while devaluations, mostly in Latin America, reduced them by \$5 million.

The increase in the interest charge of £2.1 million was largely due to rising borrowing costs in Brazil.

The rate of tax at 40% is substantially higher than the rate for full year 1980, which benefited from tax-free sales of assets. Profits improved in certain high rate overseas markets whilst losses in markets where trading is depressed cannot be grouped for tax.

Profits before taxation in the Current Cost Accounts reduces to \$11.6 million (1980 £20.7 million pre-tax historical, £10.7 million pre-tax current cost).

Group borrowings compared with shareholders' funds are expected to increase to 33% by the end of 1981 (1980 31.9%).

Trading conditions have been uneven from market to market. Local profit levels have been maintained in North America and Australia and improved in Latin America. In Europe and the UK business has been depressed but there has been some buoyancy in fashions. It is expected that these trends will continue in the immediate future.

An unchanged interim dividend of 1.4p per share will be paid on 31st December 1981, to ordinary shareholders on the register on 15th November 1981.

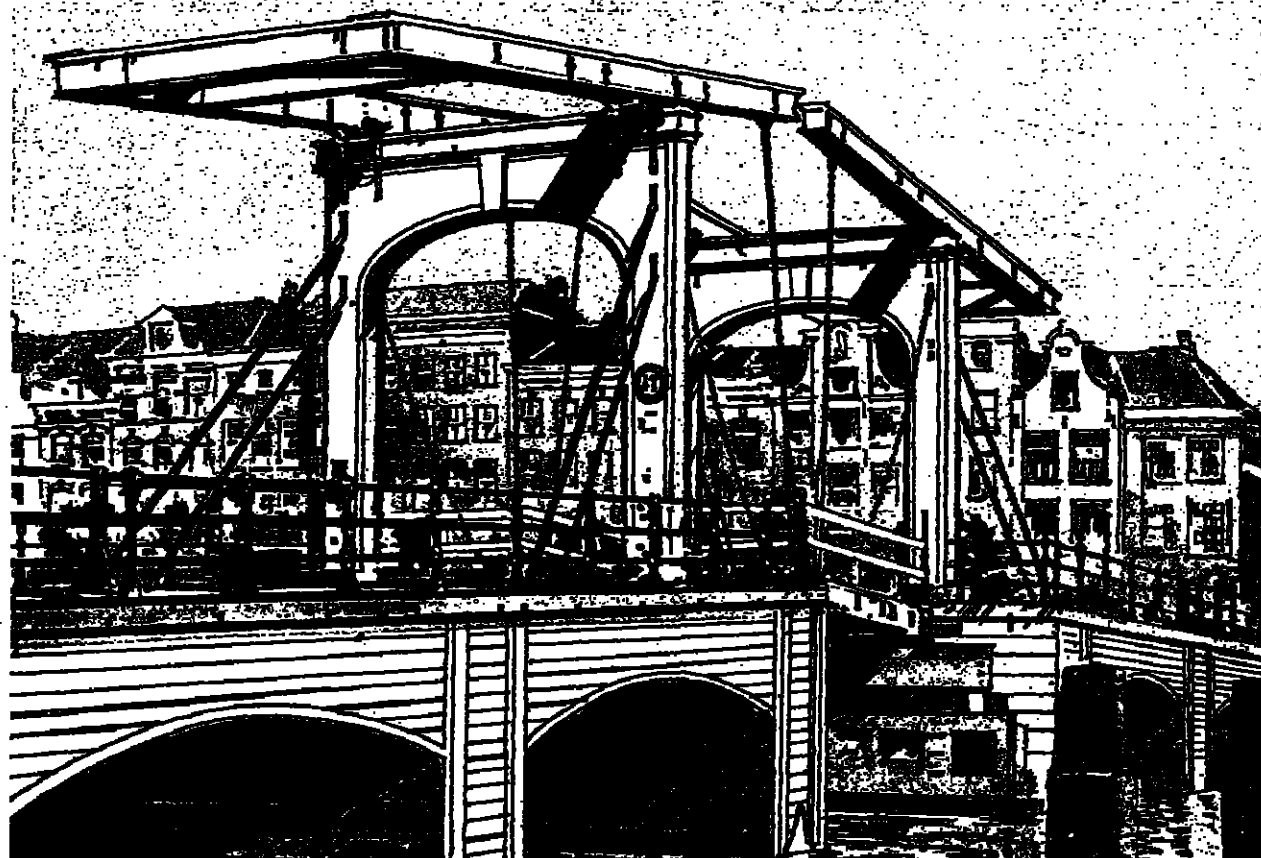
Jones Lang Wootton and the Skinny Bridge

This ingenious form of rising bridge with its checks and counterbalances is a familiar sight over the canals of Holland. The Magere Brug (shown below), is named after two 17th century sisters. Loosely translated Magere means meagre or skinny — hence the nickname. It provides a recognised route to property in Amsterdam.

JLW also provide a route to property through their bridgeheads in Amsterdam and Rotterdam and 36 other cities across the world.

JLW's services to those interested in property include:

INVESTMENT • VALUATION • FINANCE • LEASING • ACQUISITIONS • SALES • AUCTIONS • ESTATE MANAGEMENT • BUILDING MANAGEMENT • PROJECT MANAGEMENT • DEVELOPMENT • BUILDING SURVEYING SERVICES • RENT REVIEWS • RATING ADVICE • RESEARCH • PROPERTY INVESTMENT ANALYSIS (PPAS) • INTERNATIONAL LIAISON • JLW COMPUTER PROPERTY COMPUTER SERVICES.



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38 Offices in 13 Countries.

ALL MALT WHISKIES are good. A few, sublime. Among these, there is some gentlemanly jostling for pride of place.

The Old Contenders

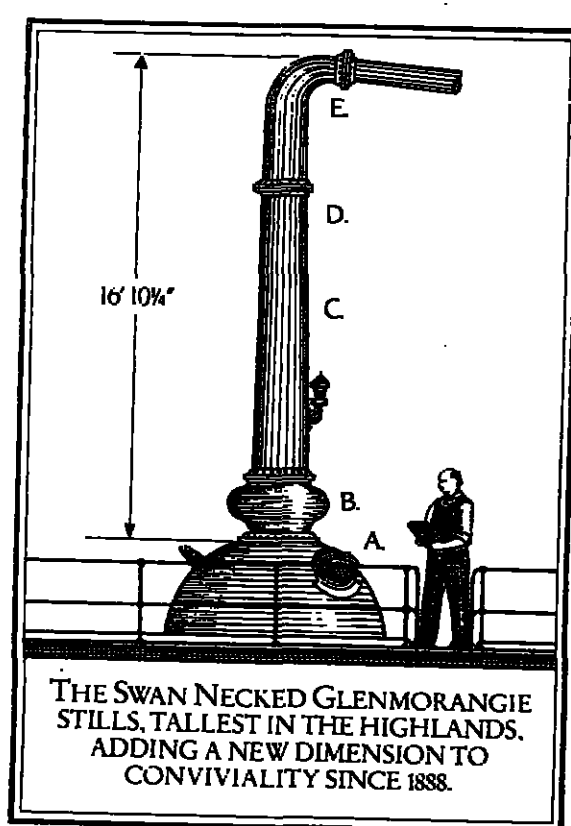
SOME POINT TO their product's mist-shrouded history; some to their peat and their barley; others yet to the chilly waters of the burn that feeds the distillery; or to the length of time the finished liquor matures and burgeons in the wood.

Primus inter pares

ONLY ONE, HOWEVER, stands literally head and shoulders above the rest.

ITS NAME IS GLENMORANGIE, a saffron-gold malt of the most singular sweet-temper and purity.

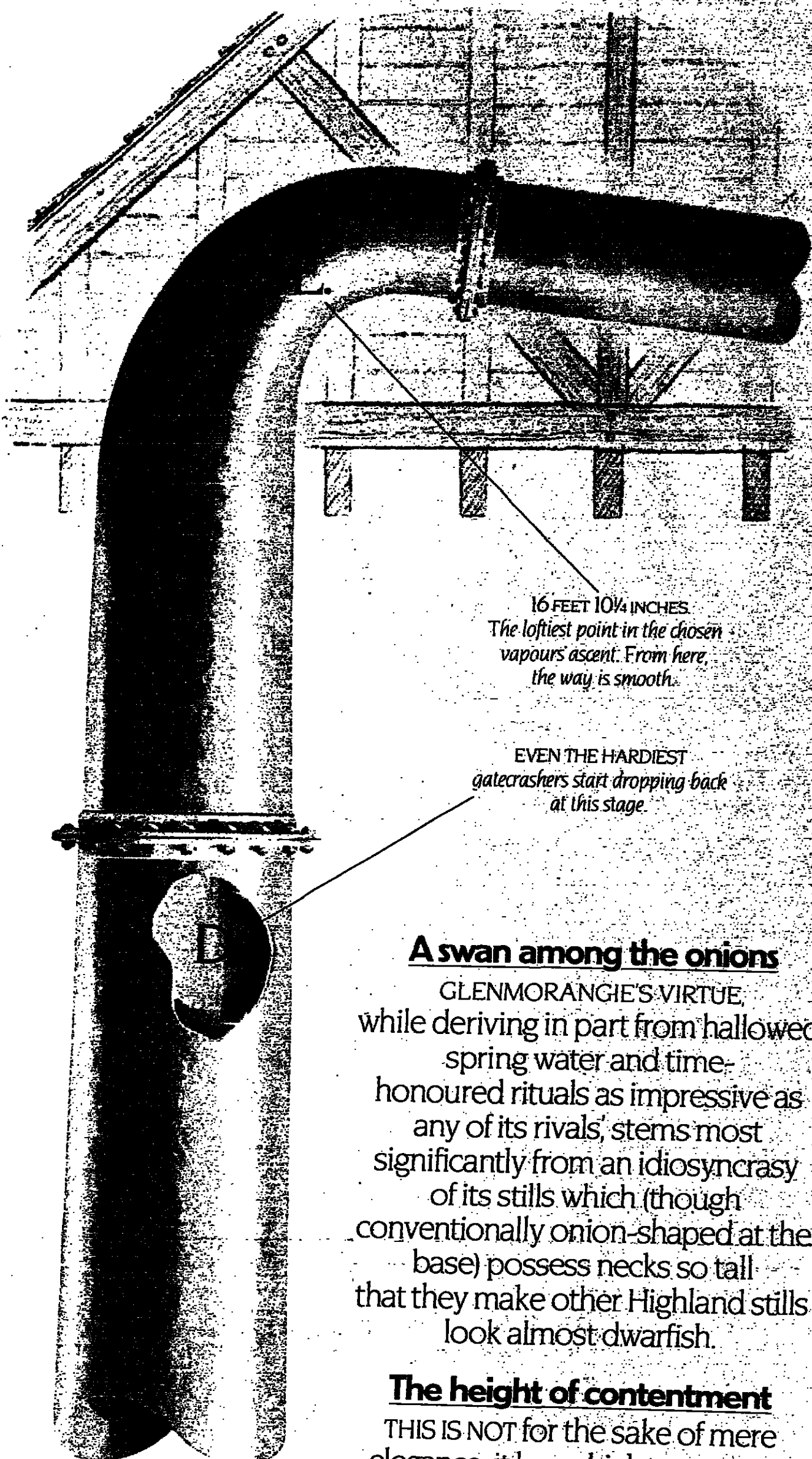
AT THIS POINT, most other Highland malt stills call it a day. But callow elements can still be ascending.



THE SWAN NECKED GLENMORANGIE STILL, TALLEST IN THE HIGHLANDS, ADDING A NEW DIMENSION TO CONVIVIALITY SINCE 1888.

NOTE THE BULGE in the neck just above the main body of the still. It catches the crasser essences and returns them to the boiling.

THE HEART of the whisky-making process, the still itself, where the cherished ingredients seethe and jostle in anticipation of imminent lift-off.



A swan among the onions

GLENMORANGIE'S VIRTUE, while deriving in part from hallowed spring water and time-honoured rituals as impressive as any of its rivals, stems most significantly from an idiosyncrasy of its stills which (though conventionally onion-shaped at the base) possess necks so tall that they make other Highland stills look almost dwarfish.

The height of contentment

THIS IS NOT for the sake of mere elegance; it has a higher purpose.

The taller the neck of the still, the less can the heavier elements and grosser oils climb to mingle with the purer vapours that ascend to the top.

THE RESULT (after ten years' slumber in oaken casks) is a single malt whisky from which initiates obstinately refuse to be weaned, and to which newcomers vow dedication from the first uplifting bibble.



**A little nearer heaven
than other
Malt Whiskies.**

GLENMORANGIE

The Glenmorangie Distillery Company, Tain, Ross-shire. Established 1843

J. W. Wassall agrees on Benson terms

J. W. Wassall, a loss making footwear retailer, has reached agreement whereby Benson Shoe, a privately owned shoe retailing company based in Leicester, will make an offer for the publicly quoted company on terms valuing it at £220,000.

The terms are 20p cash for the ordinary shares, 10p cash for the deferred ordinary shares and 40p cash for the preference shares. The ordinary shares closed 5p higher at 20p, after a brief suspension earlier in the day.

The directors of Wassall holding 30.6 per cent of the ordinary, 64.6 per cent of the deferred and 2 per cent of the preference capital have given irrevocable undertakings to accept the offer. Benson already holds 52,000 ordinary shares.

Wassall's 45 shoe shops are in Birmingham and the West Midlands which the companies say complements the geographical spread of Benson's shops which are in the East Midlands and the North.

Wassall made a loss before tax of £26,963 in the year ended March 31 1981, compared with a profit of £72,000. Turnover for that year amounted to £2,28m. Net tangible assets at March 31 stood at £296,737.

Benson showed a profit of £2,222 for the year ended January 31 1981 on a turnover of £1.61m. Net tangible assets were £1.18m.

Elliott wins takeover inquiry

THE Takeover Panel is inquiring into the composition of a concert party involving Jenks and Cattell, the Wolverhampton-based manufacturer of garden tools, and shareholders of Elliott Group of Peterborough, the building and joinery company.

The move has been made at the request of Elliott Group which has been resisting a takeover bid worth about £7.5m from Jenks and Cattell.

Jenks has received irrevocable acceptances from the holders of 1.65m shares (12.2 per cent) and holders of a further 1.91m shares (14.24 per cent) in Elliott who are in concert with Jenks in connection with the offer. Elliott is concerned that a substantial and uncommitted shareholder may have been counted as supporting Jenks.

Malaysian interests, which hold more than 15 per cent in Elliott, are the parties understood by Elliott to have committed themselves to the Jenks offer in the notified acceptances.

Pyramid talks may signal bid

Pyramid Group (Publishers), the London based publishing advertising and printing group, is engaged in talks which could lead to a bid being made for the company.

A statement from the group yesterday said that "an approach had been received which may lead to an offer." At the same time the group called a halt to dealings in the company's shares. At the suspension price of 50p the company is valued at £1m.

The company would not comment on the bid approach yesterday. Any deal would have to be agreed by the board, together with family interests, control more than 70 per cent of the shares. Goldsmith, a company controlled by Mr. Remo Dipre's Starwest Investment Holdings, has a stake of 22.63 per cent, built up from 9.53 per cent in 1979.

The company — which is being advised by Carr Seabag and Co. — is not expected to make a further statement until next week.

The group reported profits up from £111,000 to £234,000 in the year 1980, but much of this growth is due to interest receiv-

able higher from £85,000 to £108,000. Turnover improved from £1.42m to £1.47m — the publishing side was up from £665,000 to £785,000, the promotion and mailing services division increased from £82,000 to £120,000 while printing suffered a decline from £840,000 to £797,000.

FIELDWOOD EXTENDS OFFER FOR BRAHAM

Fieldwood has extended its offer for Braham Millar for a second time despite receiving only minimal acceptances. The new closing date is November 4.

After the first closing date Fieldwood had received acceptances representing some 2 per cent of the Braham shareholding and yesterday Barclays Merchant Bank announced that the acceptance level had risen to 2.31 per cent. Prior to the offer—24p cash per Braham share—Fieldwood held 13.9 per cent of Braham's shares.

Braham has rejected the offer all along as "totally unacceptable."

Icahn chasing further 20% of Simplicity

MR CARL C. ICAHN, the U.S. investor, is stepping up his attempts to thwart the takeover ambitions of Mr. Graham Ferguson Lacey's NCC Energy for Simplicity Pattern by launching a \$28.75m tender offer for about 20 per cent of Simplicity's shares.

Together with the stakes already held by other companies headed by Mr. Icahn, this would give his grouping a 31.5 per cent stake in Simplicity, which is the largest U.S. maker of paper patterns for clothes. Mr. Lacey's bid is designed to channel the loss-making Simplicity's cash reserves into energy exploration.

Under the proposals for taking control of Simplicity, both NCC and Simplicity are to become subsidiaries of a newly formed holding company in which NCC will have control.

However, the proposals demand a two thirds majority at Simplicity in favour of the deal. Baywater Realty and Capital Corporation, which is making a tender offer through Baywater Acquisition Corporation, said if its tender was successful it would be in a position to defeat the transaction.

Baywater's offer allows it to buy fewer than the 2.5m shares for which it is tendering, but it also allows for a withdrawal if there is a material change in the ownership of Simplicity's shares.

Baywater has arranged for up to £21m to be available through National Bank of North America, the NatWest subsidiary, for the tender, which is expected to begin on November 3.

When the Icahn-led group bought its 11 per cent stake in Simplicity in August the group said it was likely to vote against the merger at the meetings due to be held soon.

A. CAIRD SELLS STORE INTEREST

A. Caird and Sons has agreed to sell to the Bank of Scotland about one half of its retail store in Dundee, with entry on February 28 1982. The consideration is £600,000, of which £300,000 has been received, the balance of £300,000 being payable on the date of entry.

The costs of division of the building are being met by the company and are estimated at £31,000. The book value attributable to the part of the building sold is £103,000.

A professional revaluation of land and properties was received in March 1981. After the sale, the value of the remaining land and properties on the basis of the revaluation would be about £1.3m.

Talks over offer for Grange Trust

Grange Trust states that tentative discussions have taken place between Morgan Grenfell and Company—advisers to Grange—and S. G. Warburg and Company—advisers to the Courtauld pension's common investment fund—with a view to reaching a form of agreement on an offer which could be recommended to ordinary holders of Grange.

The directors of Grange say they are surprised that definite terms are now being proposed without their approval. A Board meeting of Grange is to be held today following which more detailed advice will be given to shareholders.

Laing and Crutchank yesterday purchased in the market 258,940 ordinary shares of Grange at 140p on behalf of Courtaulds.

Associated Eng. in R10m deal with IMI

Associated Engineering (Asseng), the 66 per cent owned South African subsidiary of UK group Associated Engineering, has sold half of its Silverton engineering division to heat transfer engineering company, IMI, for R10m.

Of the selling price R7m will be used to reduce Asseng's borrowings and to repay Silverton's loan account, it is stated.

On a pro-forma basis, Silverton's pre-tax profit was R3.3m (£2.2m) in the year ended September 30 1981 and turnover R34m (£27.1m).

ARBUTHNOT LATHAM

Merrill Lynch Pierce Fenner and Smith has purchased 1,037,500 ordinary shares in Arbuthnot Latham Holdings. The shares were bought pursuant to the cash offer for Arbuthnot Latham ordinary by Dow Scandia Banking Corporation.

De Zoete and Bevan sold 1,037,500 ordinary Arbuthnot Latham shares to the offer on behalf of London Trust Company, an associate of Arbuthnot Latham.

BOWMAKER TALKS

Discussions are understood to be well advanced, with a number of partners for the sale of Bowmaker, the UK credit finance subsidiary of Marsh and McLennan companies, the world's largest insurance broker.

Earlier this month Marsh, a U.S. based company, announced that it intended to sell Bowmaker following its takeover of C. T. Bowring, the UK insurance broker which owned the credit finance group.

CHRISTINE MOIR LOOKS AT TILLING'S BID FOR BEREK

A cornerstone for expansion

AT FIRST sight Thomas Tilling's decision to try and rescue Berek from the unenviable clutches of Hanson Trust is at odds with Tilling's much-publicised acquisitions philosophy.

Yesterday, however, Sir Patrick Meaney, Tilling's chief executive, explained away the apparent anomalies.

First of all Tilling prides itself on "not paying over the odds" in acquisitions. Sir Patrick describes himself as being "just as mean as Hanson." Yet it has come in with a bid for Berek which, when it was launched, was 30 per cent higher than Hanson was prepared to pay. (The subsequent drop in Tilling's share price eroded the differential, however.)

Sir Patrick does not regard Tilling's offer price as too generous. He pointed out that the offer represents a substantial discount to Berek's assets of just under £130m, and is confident that in the first full year after next February Berek's profits will meet not just Tilling's minimum requirements for an acquisition but will represent

a premium over the price paid. Still, initially the acquisition will result in a dilution of Tilling's earnings and although Sir Patrick believes that will be "temporary" it is still unusual for a company which normally demands an immediate full contribution.

Secondly Berek would upset the careful international balance of assets Tilling has been painstakingly creating over the past two years or more.

At the end of last year around 35 to 40 per cent of Tilling's net tangible assets of £423m were invested in the U.S., following £300m of acquisitions and capital expenditure in the past two years. Around 10 per cent of its assets were in Continental Europe; 7 per cent in the Far East and elsewhere; and about 40 per cent in the UK.

Berek, a UK company, would represent just under 25 per cent of the group's enlarged assets, and would therefore tilt the balance quite sharply. However, Sir Patrick said yesterday that Tilling had wanted to enter a brand new sector for some time

and for the past four years or so had been looking for a UK acquisition in a new field worth around £100m to £150m. It has been talking to Berek, itself, on and off for two years.

In any case, he said, the acquisition does not inhibit further purchases in the U.S. which have all been for cash. Tilling's intends to keep growing in the U.S. to balance its UK businesses.

It also intends to use Berek as a "cornerstone" for building up businesses by exploiting the Ever Ready brand name.

The strategic prospects for developing Berek, Sir Patrick said, explained Tilling's decision to depart from its usual policy of buying small to medium-sized companies which could be easily digested. This will, if it succeeds, be Tilling's largest acquisition.

Hitherto, the most it has paid was £50m or so for Intermed, a medical supplies group in the U.S.

It also explains why Tilling chose to enter a bid battle, something it generally avoids. The last contest it was involved

in was with Associated Engineering to buy Fluidrive, and in the event Tilling pulled out of the battle.

In any case Sir Patrick denies that a "White Knight" enters a contest in the same way as normal contenders. He does, after all, have Berek board's belief that Tilling would be a friendlier home than Hanson.

Like Hanson, Tilling is a true conglomerate. It has no fewer than 12 different types of businesses, ranging from insurance to publishing by way of building materials, engineering and distribution.

However, like Hanson it maintains a "hands-off" management policy, leaving the existing management to get on with the business and offering only tight central financial controls from head office.

Hanson has called Berek's senior management "inept" and proposes many changes. Tilling has promised to leave the management intact. That must be one of the major factors behind the wholehearted recommendation by Berek's board.

Gates buys Chloride holding

Gates Corporation, parent company of Gates Energy Products, Denver, Colorado, announced in London yesterday that the U.S. battery company has bought the 50 per cent shareholding that Chloride Group held in Chloride-Gates Energy.

This joint venture, formed in 1977 to market the Gates sealed lead acid battery throughout the UK and Europe, has 40 employees. Net asset value of the transaction was £180,000.

The company's name has been changed to Gates Energy Products and will still be based in Cranleigh, Surrey. As a part of the purchase, Gates acquired the world rights to the "Cyclon" trademark, identified with Gates batteries being marketed in Europe.

Gates Energy has also acquired Varley Special Batteries, North Acton, from Berek Group. Gates plans to continue the Varley special battery line under the new name, Gates-Varley and install equipment in the North Acton facility for production of the Gates Cyclon product line.

Gates intends to expand its presence in selected battery market areas. These acquisitions "give us a solid base for expanding our presence in the European market," the company said.

ROSEHAUGH

On October 27 London Mercantile Investments disposed of 130,000 Rosehaugh Co. ordinary shares, leaving holding of 1,55m (22.43 per cent).

This disposal was made in connection with arrangements under which LMI will now be relieved of its obligation under agreements entered into in 1979.

Trustees of settlements established by Mr. G. M. Bradman, which together indirectly control LMI, are interested in 100,000 ordinary shares (1.45 per cent).

Immediately following the above mentioned disposal the trustees of the settlements, together with LMI, were interested in 1,65m ordinary shares (23.88 per cent).

In Jetsave for an undisclosed sum. At the time of the purchase Lord Grade said "the acquisition of Jetsave provides a spring board for ACC's entry into the booming North American holiday and travel business."

Mr. Pycroft retains a 15 per cent stake in his company.

BARDSEY/RCF ACCEPTANCES

Acceptances for Bardsey's recommended offers for RCF have been received in respect of 6,555m ordinary and 98,444 preference shares (representing 79.14 per cent and 71.75 per cent respectively).

Bardsey and its subsidiaries now own 7.42m ordinary and 98,444 preference (89.61 per cent and 71.75 per cent).

Following the reorganisation of the share capital of RCF, each issued ordinary share is now represented by one deferred share of 25p and one new ordinary share of 0.1p.

The offer has been declared unconditional and will remain open for acceptances until further notice.

Messrs N. Styles, D. M. Saunders and J. J. Potter have resigned as directors of RCF and Messrs P. A. Tett, A. H. Westrop and P. S. Jackson have been appointed to the board. Mr. P. A. Tett has been appointed chairman in succession to Mr. C. R. Gray.

UNITED SPRING U.S. PURCHASE

United Spring and Steel Group has agreed to acquire the whole of the issued common stock of the Earle Gear and Machine Company Inc. of the U.S. for \$1.91m (£1,050m). Of this \$500,000 will be paid in cash from existing resources, and the balance will be provided by a loan, repayable in equal instalments over seven years.

Earle manufactures operating machinery for vertical lift, swing and bascule bridges and is the leading manufacturer of this type of equipment in the U.S.

For the year to June 30 1980 the profits before tax of Earle amounted to \$112,136 and the underlying net assets value at that date was \$950,972.

SPAIN

	Price	%
October 28	20	+0.1
Banco Bilbao	312	+3
Banco Central	300	
Banco Exterior	300	
Banco Hispano	300	
Banco Ind. Cat.	117	
Banco Santander	379	+1
Banco Urquijo	210	
Banco Vizcaya	300	
Banco Zafra	216	
Dragados	139	-4
Espanola Zinc	70	
Telefonos	60.7	+0.2
Gal. Preciados	38	-2
Hidroila	78.7	+1.0
Iberdruco	57.7	+0.2
Petrolres	101	+3.3
Petrolres	82	
Seguros	78	-0.2
Union Elect.	73	+0.5

It is today's successes that must pay for tomorrow's discoveries.

Many of today's most important advances in medicine come through the discovery of new, more efficacious drugs.

Yet perhaps the very word 'discovery' is misleading, for it suggests a sudden breakthrough. Instead, the development of new drugs is a result of years of painstaking research and development; the sum of thousands of man-hours, and millions of pounds.

As Britain's leading pharmaceuticals company, and one of the largest in the world, Glaxo has developed many important drugs over the past 60 years.

To continue this effort into the future demands that we have a healthy income today; and on this note, it is

pleasing to report the year to 30th June 1981 was a good one for the Group.

Hospital and surgical equipment is supplied through the Eschmann subsidiary.

Greater productivity, increased profits

The sales of the Group, excluding those of our wholesaling company Vestric Ltd, were £537 million—reflecting an increase of 23.6% on the previous year.

Sales in the UK (again exclusive of Vestric) contributed £143 million; an increase of 34.1%. Exports from the UK rose 33.7% to £176 million. Overseas sales, at £394 million, were up by 20.2%.

The Group's pre-tax profit was £87.3 million, an increase of £21.2 million, or 31.8% on the previous year.

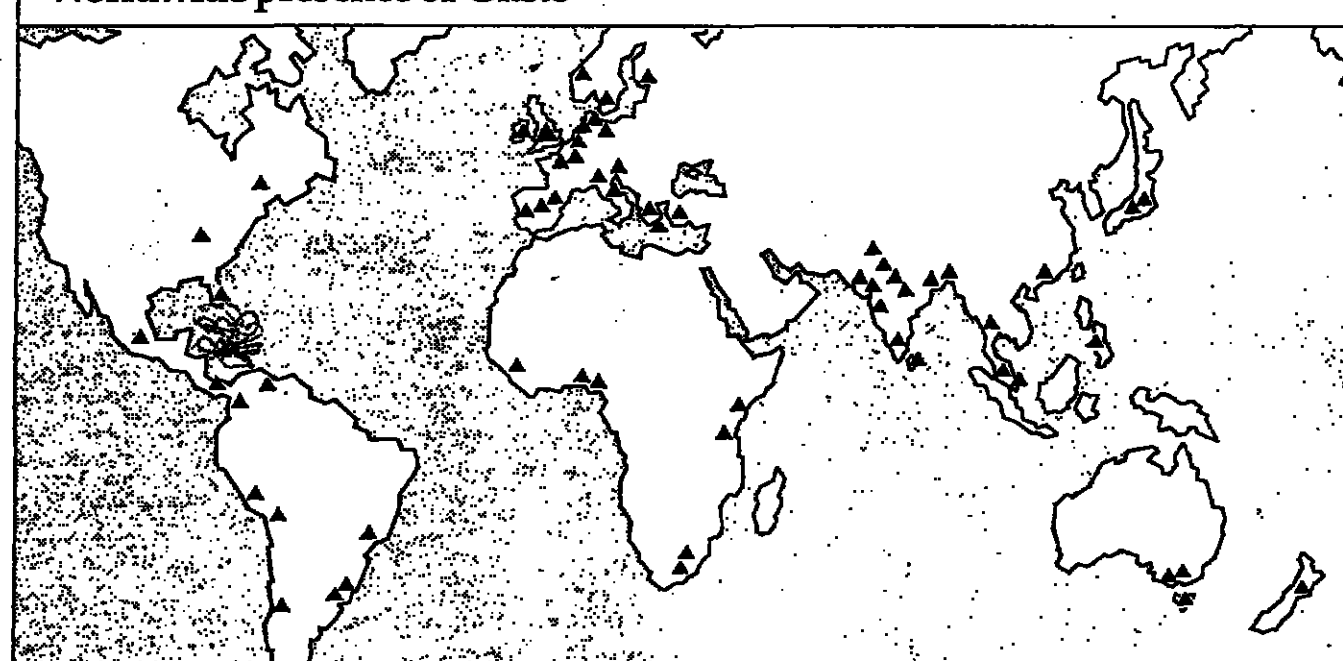
The proposed final ordinary dividend is 7.5p per share. When taken with the interim figure of 3.75p, this makes a total dividend for the year of 11.25p compared with 9.5p for 1979-80.

Two important factors in the improved figures were increased productivity and greater market penetration. Sales in nearly all parts of the world grew faster than the rate of inflation.

In the USA our sales organisation has been substantially strengthened as part of the planned growth of the Group's business there.

Glaxovet Ltd supply many animal treatments to veterinary surgeons.

Worldwide presence of Glaxo



Group external sales

1979/80	1980/81
£618m	£710m +15.0%

Profit before tax

1979/80	1980/81
£66.1m	£87.3m +31.8%

Pharmaceuticals, and more

In ethical pharmaceuticals, we are maintaining our research and development efforts at full strength, with current annual spending of around £45 million.

Three products of this research are worthy of special mention for their performance during the past year.

Our anti-asthma drug, salbutamol, is now the most frequently prescribed ethical medicine in the UK.

UK sales of labetalol, our anti-hypertensive, increased by 30% during the year, while our injectable antibiotic cefuroxime doubled its volume, giving Glaxo the leadership in this section of the UK market.

Looking ahead, clinical trials of ranitidine, our new drug for the treatment of peptic ulcers, have resulted in its approval for sale in the UK and Italy.

Trials of ceftazidime, our new injectable antibiotic,

About 2,000 people are engaged in Glaxo research and development.

are under way in several countries and new plants are being installed in the UK for its production.

However, while pharmaceuticals is the principal activity of the Group, Glaxo is also involved in foods and "over-the-counter" medicines through Farley Health Products. This part of our business was adversely affected by recession and the strength of sterling in the first half of the year, but rallied

with substantial export orders during the second half to maintain its upward profit trend.

Our wholesaling company Vestric, on the other hand, showed a small decrease in turnover, reflecting the increased intensity of competition in this market sector.

The future It has always been the policy of the Group to look to long-term development and to resist the temptation of pursuing maximum profit in the short-term at the expense of the future.

In recent years, the pursuit of this policy—often in very difficult external circumstances—has demanded heavy investments and efforts. It is now evident that we are beginning to get the intended results.

This fortifies our belief in the validity of our policy, and underscores our determination to maintain it.

If you would like a copy of our annual report and accounts write to: The Secretary (AR), Glaxo Holdings Ltd., Clarges House, Clarges Street, London W1Y 8DH.

Glaxo

COMPANIES AND MARKETS UK COMPANY NEWS CURRENCIES, MONEY AND GOLD

Bambers improves and lifts interim payout

AGAINST A background of an "extremely depressed economy" Bambers Stores boosted its pre-tax profits from £1.2m to £1.48m for the six months to August 1981 on higher turnover of £18.1m, compared with £13.8m.

Although trading difficulties are continuing the directors remain optimistic of achieving a satisfactory result for the year as a whole. They point out that the group is well placed to take advantage of any future upturn that may occur in the economy.

Meanwhile, they are stepping up the interim dividend from 0.65p to 0.8p net per 10p share — a rise of 23.07 per cent. For 1980-81 a final of 0.9p was paid from taxable profits of £4.4m.

The pre-tax surplus for the half-year included profit on disposals of property which amounted to £374,000 (£217,000).

Tax, estimated at 8.78 per cent being the maximum rate which is considered will be payable for the current year, took £130,000 (£123,000) leaving the net balance at £1.35m, against £910,000.

Stated earnings per share emerged higher at 3.75p (2.53p).

Since the beginning of the year the group, which manufactures and retails ladies' and children's wear, has opened a further eight branches and now operates well over 200 establishments throughout the UK.

comment

Bambers has become a two-pronged company. For the last three reporting periods, profits on property disposals have made up more than a third of pre-tax profits and this time the figure is 39 per cent. Sales continue to expand rapidly, thanks to Bambers' healthy appetite for new stores. The group's trading

profits, however, have expanded ahead of its percentage increase in square footage, which was more than 20 per cent in the past 12 months. Still, the group is unable to forecast future profits on property disposals and it says trading in the second half has not started well. At least 10 more stores are planned to be opened in the second half. If trading in the period matches that of last year, the company's profits, ex-property, should reach £3m before tax. With the shares up 1p to 64p, this means the trading side of the business offers a prospective fully-taxed p/e of nearly 16, which is somewhat more demanding than the store group's average. Bambers is hoping to make it through the recession with a continued emphasis on larger stores (up to 22,000 sq ft) and a wider range of clothing. It should, say, giving the shares a prospective yield of 4.3 per cent.

Overseas lift for Brit. Assets

PRE-TAX REVENUE rose for British Assets Trust from £8.6m to £7.4m for the year to September 30 1981. The final dividend, as predicted in August, is 1.05p, making a total for the year of 4.05p, compared with a total of 3.5p last time, including a special payment of 0.3p.

The rise in revenue, say the directors, can be attributed partly to dividend growth from the overseas portfolio and more significantly to the rise in the dollar, which appreciated 32 per cent against sterling during the year. Earnings per share rose to 4.44p (4.18p).

The UK dividend income, excluding extra from Shell, was unchanged reflecting the difficult industrial environment in the UK.

In the last annual statement the chairman stated that dividend payments should increase during the year, but the increase was likely to be lower than during the past few years.

Pre-tax profits were struck after interest and expenses of £1.7m (£1.65m). Tax took £3m (£2.45m). Net asset value was higher at 119.34p (114.21p).

Dollar weak

Dollar lost ground to other major currencies in fairly active foreign exchange trading yesterday. The easier trend in Euro-dollar interest rates contributed to the decline of the U.S. unit, while the market was also influenced by the easing of tension over Poland, and publication of the U.S. leading economic indicators for September, showing a fall of 2.7 per cent, compared with 0.5 per cent in August. Selling was particularly heavy out of New York, although the cut of 1/8 per cent to 17 1/2 per cent in Continental Illinois National Bank's prime rate was announced too late to affect European trading.

Sterling improved against the dollar, but was not as strong as several major Continental currencies. Despite early gains the pound finished weaker against the D-mark, French franc and Swiss franc.

European currencies rose against the dollar, and the French franc replaced the Danish krone as the strongest member of the European Monetary System. The D-mark, which was very close to its divergence limit on Wednesday, remained the weakest member of the

THE DOLLAR SPOT AND FORWARD

Oct 29	Day's spread	Close	One month	Three months
U.S.	1.6140-1.6140	1.6130-1.6130	0.17-0.17	0.17-0.17
Canada	1.5410-1.5410	1.5400-1.5400	0.00-0.00	0.00-0.00
France	2.0000-2.0000	2.0000-2.0000	0.00-0.00	0.00-0.00
Germany	2.5000-2.5000	2.5000-2.5000	0.00-0.00	0.00-0.00
Italy	3.0000-3.0000	3.0000-3.0000	0.00-0.00	0.00-0.00
Japan	3.5000-3.5000	3.5000-3.5000	0.00-0.00	0.00-0.00
Switzerland	4.0000-4.0000	4.0000-4.0000	0.00-0.00	0.00-0.00
UK	1.6140-1.6140	1.6130-1.6130	0.17-0.17	0.17-0.17

THE POUND SPOT AND FORWARD

Oct 29	Day's spread	Close	One month	Three months
U.S.	1.6140-1.6140	1.6130-1.6130	0.17-0.17	0.17-0.17
Canada	1.5410-1.5410	1.5400-1.5400	0.00-0.00	0.00-0.00
France	2.0000-2.0000	2.0000-2.0000	0.00-0.00	0.00-0.00
Germany	2.5000-2.5000	2.5000-2.5000	0.00-0.00	0.00-0.00
Italy	3.0000-3.0000	3.0000-3.0000	0.00-0.00	0.00-0.00
Japan	3.5000-3.5000	3.5000-3.5000	0.00-0.00	0.00-0.00
Switzerland	4.0000-4.0000	4.0000-4.0000	0.00-0.00	0.00-0.00
UK	1.6140-1.6140	1.6130-1.6130	0.17-0.17	0.17-0.17

THE POUND SPOT AND FORWARD OCT 29th

Oct 29	Day's spread	Close	One month	Three months
U.S.	1.6140-1.6140	1.6130-1.6130	0.17-0.17	0.17-0.17
Canada	1.5410-1.5410	1.5400-1.5400	0.00-0.00	0.00-0.00
France	2.0000-2.0000	2.0000-2.0000	0.00-0.00	0.00-0.00
Germany	2.5000-2.5000	2.5000-2.5000	0.00-0.00	0.00-0.00
Italy	3.0000-3.0000	3.0000-3.0000	0.00-0.00	0.00-0.00
Japan	3.5000-3.5000	3.5000-3.5000	0.00-0.00	0.00-0.00
Switzerland	4.0000-4.0000	4.0000-4.0000	0.00-0.00	0.00-0.00
UK	1.6140-1.6140	1.6130-1.6130	0.17-0.17	0.17-0.17

BSG returns to profit mid-term

A TURNROUND from pre-tax losses of £440,000 to profits of £512,000 was shown by BSG International for the half year to June 30 1981. Turnover was lower at £123.5m compared with £158.1m last time.

The future "is difficult if not impossible to forecast," say the directors of this industrial holding company, especially now that interest rates have increased again.

In a statement in June the chairman said that the first quarter of 1981 had produced a small profit after interest charges and as this trend had continued the directors were confident that the company would show a profit during the first half.

In May and June the company received £1.7m from property sales and it has further

comment

BSG International is making a reasonable show of post-structural recovery. In the first six months pre-interest margins on the

properties for sale which should realise more than £2.5m. Borrowings are expected to be considerably reduced by the end of the year.

Pre-tax profits were struck after associate losses of £53,000 (nil) and interest charges of £23,000 (£23,000). Overseas tax took £136,000 against a credit previously of £13,000. Attributable profits came out at £303,000, compared with a loss last time of £440,000, after minorities of £75,000 (£42,000).

An interim dividend of 0.1p is being paid to retain trustee status.

Border Breweries rises

DESPITE PRESSURE on sales Border Breweries (Wrexham) increased taxable profits from £474,000 to £508,000 and turnover from £7.5m to £8.2m in the half year to August 31 1981.

The interim dividend is being increased to 1.4p net (1.3p) per 25p share, following a total last year of 4.8p on pre-tax profits of £903,701. Earnings per share for the six months are stated at 3.38p (£5.07p).

Looking to the second half they foresee no significant increase in sales—but improved efficiency and productivity together with reduction in costs should maintain profits.

Attributable profits emerged at £394,866 (£339,553) after tax of £158,000 (£175,000) and extraordinary credits of £44,866 (£40,553).

B. BAILEY CONST. AT £86.475

Taxable profits of building contractor and estate developer Ben Bailey Construction plunged from £338,939 to £38,475 in the year ended June 30 1981 on lower turnover of £3.77m (£5.31m).

The last dividend has been cut to 0.58p (1p) net per 10p share making a total of 1p (1.44p). Earnings per share are stated at 1.65p (6.49p).

There was a tax credit of £54,657 (£144,093 charge). The comparative figures have been amended to reflect a change in accounting policies relating to deferred stock relief.

The company produces beers, soft drinks and fruit juices, wholesales and retails beers.

Headlam Sims to pay more

TAXABLE PROFITS of footwear manufacturer Headlam, Sims and Coggins moved ahead from £202,419 to £224,302 in the half year to July 31 1981 on higher sales of £2.63m against £2.45m last time.

The interim dividend is being increased to 1.4p (1.1p) net per 5p share and the directors say the final will not be less than 1.5p. This compares with 2.37p paid last year on pre-tax profits of £200,174.

Earnings per share for the six months are given as 3.65p (3.29p).

Mr A. H. Coggins, chairman, says R. Coggins and Sons once again performed well and continues to be the major contributor to profits. Sales prospects in the second half are most encouraging and the results for the full year should be a record.

Introduction of new lines had a marked effect on the sales of

J. Smart improvement

IN THE YEAR to July 31 1981 building and public works contractor J. Smart and Co (Contractors) increased taxable profits from £1.39m to £1.52m on turnover of £14.32m compared with £13.92m.

The final dividend is being increased to 2.5p (2.3p) net per 10p share making a total of 3.6p (3.16p). Earnings per share are given as 8.25p (8.82p).

Tax took £688,051 (£698,899) and after a release of deferred tax for stock relief no longer required of £282,966 (nil), the attributable profits came out at £1.71m (£1,684,747). Dividend absorbed £178,523 (£156,968), leaving retained profits of £1.54m (£530,479).

of £5m (£4.46m) and profits before tax of £400,000 (£300,175). To ensure that the company continues to grow, they are considering new ventures and have started a pilot retailing scheme. Tax took £116,744 (£105,147) while current cost adjustments reduced taxable profits to £173,619 (£166,625).

WORLD VALUE OF THE DOLLAR

COUNTRY	CURRENCY	VALUE OF DOLLAR	COUNTRY	CURRENCY	VALUE OF DOLLAR
Afghanistan	Afghani	50.08	Guadeloupe	Franc	5.7765
Albania	Lek	5.5595	Ghana	Cedi	1.00
Algeria	Dinar	4.1875	Guatemala	Quetzal	1.00
Andorra	Sp. Peseta	66.00	Guinea Bissau	Peso	20.4800
Angola	Escudo	20.4800	Guinea	Sylli	21.6169
Antigua	E. Caribbean \$	2.7025	Guyana	Dollar	2.9881
Argentina	Peso (C.A.)	6167.00	Haiti	Gourde	5.00
Australia	Dollar	8225.00	Hong Kong	Dollar	9.9225
Austria	Schilling	13.7603	Hungary	Forint	35.00
Azores	Dollar	66.67	Iceland	Krona	7.1173
Bahamas	Dollar	2.00	India	Rupia	20.4800
Bahrain	Dinar	0.3769	Indonesia	Rupia	630.00
Bangladesh	Sp. Peseta	15.75	Iran	Rial	80.95
Barbados	Dollar	2.01	Israel	Sheqel	1.338
Belgium	Franc	40.33	Italy	Lira	121.00
Belize	Dollar	2.00	Ivory Coast	C.F.A. Franc	888.825
Benin	Dollar	1.00	Jamaica	Dollar	1.7834
Bermuda	Dollar	1.00	Japan	Yen	236.25
Bhutan	Ind. Rupee	9.1912	Jordan	Dinar	0.5815
Bolivia	Pula	2.00	Kampuchea	Riel	0.15
Botswana	Pula	0.8815	Kenya	Shilling	10.4589
Brazil	Cruzeiro	114.66	Kiribati	Aust. Dollar	0.999
Brunei	Dollar	0.999	Korea (N)	Won	0.0000
Bulgaria	Lev	0.928	Korea (S)	Won	0.0000
Burma	Kyat	6.4515	Kuwait	Dinar	0.0000
Burundi	Franc	90.00	Laos	Kip	0.0000
Cameroon	C.F.A. Franc	288.825	Lebanon	Pound	1.00
Canada	Dollar	1.0078	Lesotho	Loti	0.9732
Cape Verde	Sp. Peseta	66.00	Liberia	Dollar	1.00
Cayman Is.	Dollar	0.888	Libya	Dinar	0.2961
Cen. Afr. Rep.	C.F.A. Franc	288.825	Liechtenstein	Sch. Franc	1.00
Chad	C.F.A. Franc	288.825	Luxembourg	Franc	36.36
Chile	Peso	39.00	Macao	Pataca	1.00
China	Renminbi Yuan	56.98	Madagascar	C.F.A. Franc	288.825
Colombia	C.F.A. Franc	288.825	Malawi	Port. Escudo	66.67
Comoros	C.F.A. Franc	288.825	Malaysia	Ringgit	0.2035
Congo P.R.	C.F.A. Franc	288.825	Maldives	Rupia	3.93
Costa Rica	Colon	20.03	Mali	Franc	577.65
Cuba	Peso	0.7133	Malta	Pound	2.4988
Cyprus	Pound	2.8801	Martinique	Franc	57.765
Czechoslovakia	Koruna	5.90	Mauritania	Franc	10.9682
Denmark	Krone	7.4698	Mexico	Peso	25.51
Djibouti	C.F.A. Franc	179.50	Miquelon	Fr. Franc	5.7765
Dominica	E. Caribbean \$	2.7025	Monaco	Franc	5.7765
Domin. Rep.	Peso	1.00	Mongolia	Tugrik	3.5555
Ecuador	Guano	28.425	Montserrat	E. Caribbean \$	2.7025
Egypt	Pound	1.221	Mozambique	Metica	28.9664
El Salvador	Colon	2.00	Namibia	S.A. Rand	0.9732
Equatorial Guinea	Franc	166.00	Nauru	Aust. Dollar	0.8828
Ethiopia	Birr	0.0567	Nepal	Rupia	12.20
Falkland Is.	Pound	2.3962	Netherlands	Guilder	2.2035
Faroe Is.	Dan. Krone	1.8187	Neth. Ant. Is.	Guilder	2.2035
Finland	Markka	4.9485	New Zealand	Dollar	1.2288
France	Franc	5.7765	Nicaragua	Cordoba	20.00
Fr. C.A. Is.	C.F.A. Franc	288.825	Niger	C.F.A. Franc	288.825
Fr. Guiana	C.F.A. Franc	288.825	Nigeria	Naira	0.6971
Fr. Pol. Is.	C.F.A. Franc	288.825	Norway	Krone	0.011
Gambia	Dollar	2.00	Oman, Sultanate of	Rial	0.2456
Germany (E)	Mark	2.3012	Pakistan	Rupia	9.84
Germany (W)	Mark	2.3012	Panama	Balboa	1.00
Ghana	Cedi	1.00	Paraguay	Guarani	125.00
Gibraltar	Pound	2.3962	Peru	Sol	467.54
Greece	Drachma	58.00	Philippines	Peso	8.07
Greenland	Dan. Krone	2.3962			
Grenada	E. Caribbean \$	2.7025			

EMS EUROPEAN CURRENCY UNIT RATES

ECU central rates	Currency amounts	% change from central rate	% change from adjusted for divergence	Divergence limit %
Belgium Franc	40.7572	40.7572	0.00	±1.2500
France Franc	65.6393	65.6393	0.00	±1.2500
Germany D-Mark	2.45668	2.45668	0.00	±1.0000
Italy Lira	8.17443	8.17443	0.00	±1.2500
Denmark Krone	2.46	2.46	0.00	±1.0000
Finland Markka	5.94573	5.94573	0.00	±1.0000
Greek Drachma	105.888	105.888	0.00	±1.2500
Irish Punt	7.87564	7.87564	0.00	±1.0000
Portugal Escudo	200.484	200.484	0.00	±1.0000
Spanish Ptas	166.639	166.639	0.00	±1.0000
Swedish Krona	103.7603	103.7603	0.00	±1.0000
UK Pound	1.49303	1.49303	0.00	±1.2500

Changes are for ECU, therefore positive change denotes a weak currency. Adjustment calculated by Financial Times.

Sterling/ECU rate for October 29 - 0.58234

OTHER CURRENCIES

Oct. 29	£	US	Other Rates
Argentina Peso	11.825	11.825	6197-6177
Australia Dollar	1.5115	1.5115	0.8605-0.8610
Brazil Cruzeiro	207.50	207.50	14.25-14.35
Canada Dollar	1.5410	1.5410	0.8605-0.8610
Denmark Krone	13.46	13.46	0.67-0.68
France Franc	6.55	6.55	0.15-0.16
Germany D-Mark	2.46	2.46	0.15-0.16
Italy Lira	8.17	8.17	0.15-0.16
Japan Yen	163.6	163.6	0.00-0.01
South Africa Rand	1.49	1.49	0.67-0.68
Switzerland Franc	4.00	4.00	0.15-0.16
UK Pound	1.49	1.49	0.67-0.68

1 rate given for Argentina is the commercial rate. The financial rate for sterling is 14.925-14.945 and for the dollar 8.200-8.250. * Selling rate.

EXCHANGE CROSS RATES

Oct. 29	Pound Sterling	U.S. Dollar	Deutsche Mark	Japanese Yen	French Franc	Swiss Franc	Dutch Guilder	Italian Lira	Spanish Peseta	Belgian Franc	Portuguese Escudo
Pound Sterling	1.00	1.852	2.271	234.4	10.495	3.405	4.663	203.7	166.6	66.6	200.5
U.S. Dollar	0.540	1.00	1.237	136.0	5.491	1.852	2.483	120.5	100.0	33.3	100.0
Deutsche Mark	0.440	0.808	1.00	103.6	3.405	0.891	1.192	53.5	80.8	19.3	100.0
Japanese Yen	0.728	1.360	1.606	100.0	24.27	7.928	10.67	416.2	166.6	66.6	100.0
French Franc	0.182	0.346	0.289	0.229	1.00	0.193	0.263	10.5	8.0	3.0	100.0
Swiss Franc	0.294	0.548	0.460	0.375	0.520	1.00	1.336	53.5	40.0	16.7	100.0
Dutch Guilder	0.218	0.400	0.338	0.275	0.375	0.743	1.00	41.7	32.0	12.8	100.0
Italian Lira	0.451	0.837	0.697	0.575	0.793	1.852	2.483	100.0	80.8	33.3	100.0
Spanish Peseta	0.453	0.839	0.698	0.576	0.794	1.854	2.484	100.0	80.8	33.3	100.0
Belgian Franc	1.436	2.650	2.225	0.617	14.97	4.889	6.578	203.7	166.6	66.6	100.0

FT LONDON INTERBANK FIXING (11.00 a.m. OCTOBER 29)

3 months U.S. dollars	6 months U.S. dollars
bid 16 1/16 offer 16 1/16	bid 16 1/8 offer 16 1/4

The fixing rates are the arithmetic means, rounded to the nearest one-eighth of a cent, of the bid and offer rates for \$100 quoted by the market to the clearing banks at 11.00 a.m. each working day. The banks are London, New York, San Francisco, Bank of Tokyo, Deutsche Bank, Banque



First nine months' results

The Board of Directors of Imperial Chemical Industries PLC announce the following unaudited trading results of the Group for the first nine months of 1981, with comparative figures for 1980.

1980	1981		1980	1981
First Nine Months	First Nine Months		First Nine Months	First Nine Months
£ millions	£ millions		£ millions	£ millions
1,808	2,399	Sales to external customers	1,859	2,891
2,471	3,316	United Kingdom		
4,279	5,715	Overseas		
		Total	4,750	
277	284	Profit before taxation	221	
217	291	After providing for: Depreciation	243	
-91	-123	Taxation	-93	
186	161	Profit after taxation	128	
-22	-31	Attributable to minorities	-20	
		Profit attributable to parent company before extraordinary items	108	
164	130	Profit attributable to parent company after extraordinary items	108	
-150	-150			
14	-20	Earnings before extraordinary items per £1 Ordinary Stock	18.2p	
28.0p	22.1p			

Group sales in the third quarter (£1,651m) were £48m above those achieved in the second quarter 1981. Group chemical sales volume was 2%, lower than in the previous quarter, but selling prices improved by 1%, and in addition currency changes improved sales by 5%. The UK market has been particularly slow to improve and chemical sales volume for the first nine months of 1981 was 6% below the corresponding period last year.

In the third quarter the f.o.b. value of exports from the UK was £356m compared with £372m for the second quarter 1981.

Seasonal factors normally cause a deterioration in trading conditions between the second and third quarters but this year the effect has been less marked. The maintenance of profits at a similar level to the second quarter reflects benefits resulting mainly from the reduced value of the pound.

The Company's oil business (including its share in the Minian oilfield) produced trading profits in the quarter amounting to £18m, second quarter £14m after supplementary petroleum duty and petroleum revenue tax of £25m (second quarter £25m).

The following table summarises the quarterly sales and profits:

	Group Sales	Profit Before Tax	Change in Profit Presentation
1980	£m	£m	£m
1st Quarter	1,523	162	9
2nd Quarter	1,452	80	23
3rd Quarter	1,304	-10	13
4th Quarter	1,436	-6	13
		226	58
Year	5,715	284	
1981			
1st Quarter	1,496	52	
2nd Quarter	1,603	83	
3rd Quarter	1,651	86	

The charge for taxation for the first nine months 1981, amounting to £93m (1980 £91m) consists of £32m of UK corporation tax (1980 £39m) and £61m taxation of overseas subsidiaries and principal associated companies (1980 £52m).

Trading Results for the year 1981 will be announced on Thursday 25 February 1982.

Companies and Markets

INTERNATIONAL COMPANIES and FINANCE

Lafarge expansion gives it a multinational look

BY DAVID WHITE IN PARIS

GOOD NEWS and French heavy industry have not been associating much recently, but they were briefly reunited yesterday when the chairman of Lafarge, the country's top cement producer, received a Manager of the Year award in the presence of the Socialist Prime Minister M. Pierre Mauroy.

The 52-year-old M. Olivier Lecerc is less of a public figure than earlier recipients of this prestigious award from the magazine *Le Nouvel Economiste*, such as Matra's dashing chairman M. Jean-Luc Lagardere. But that is what one gets for making cement rather than satellites.

Not very fast-moving or brilliant, "is how a top Lafarge executive describes the group's image, "but stubborn."

Lafarge as responded to the economic slowdown by pressing ahead with diversification and international expansion and by increasing profits at a time when, what with a depressed housing market and high energy costs, it should by rights be doing badly.

Last year it boosted group earnings by a third. In this year's first half it kept them more than level, while showing a 36 per cent rise in turnover to more than FF1,800m—an annual rate of well over \$2bn—due in large measure to a succession of structural changes.

One of the top half-dozen groups remaining in the French private sector after nationalisation, Lafarge has increasingly taken on the look of a multinational. Twenty-five years ago, when M. Lecerc joined the company, it was just establishing itself in Canada through Ciments Canada Lafarge.

M. Lecerc himself spent long spells there and in Brazil before taking over as chairman in 1974. It has now reached a stage where foreign operations account for half its turnover, half its workforce, half its investment and half its profit.

After five years looking for an opening in the U.S., it succeeded last month in its second attempt to take over General Portland, through the Canadian subsidiary. The \$320m takeover raises the group's share of the U.S. market from 1 per cent to 8 per cent and makes it the biggest cement producer in North America.

Major changes had already taken place last year, the biggest being the takeover of Belgium's Coppée group. As a result the renamed Lafarge Coppée (the Coppée family, with 9 per cent, became the group's biggest shareholder under the deal), has branched out into the growth sector of bio-industry and built up its engineering side through Coppée-Rust, a former U.S. joint venture now due to come fully

under Lafarge's wing.

This new departure came after a painful process of rethinking about the group's non-cement interests. It sold its packaging subsidiary to the La Cellulose du Pin paper group, part of the Saint-Gobain empire, and took over from Saint-Gobain the bulk of the latter's interests in refractory products—a sector that was in difficulties at the time and continues to be so.

In the last three years, Lafarge has gone to the stock market four times for fresh equity funds and increased its capital by 40 per cent, in order to pay for these operations as far as possible out of its own resources.

It is one of very few French industrial groups to have refused to give a big bank a predominant role, with power over its industrial policy.

M. Lecerc is now fighting another battle to keep his hands free. For him the prospects of the group's maintaining its competitiveness in the world market will be jeopardised if the Government interferes with the way it organises itself industrially, plans its investment, raises its finance, or sets its prices. He says he is "very uncertain" about the future possibilities for investing abroad.



M. Olivier Lecerc, Lafarge chairman and *Le Nouvel Economiste* manager of the year

A Norman, with a nasal voice that accentuates his sometimes biting tongue, M. Lecerc is active on the executive council of the CNPF employers' federation. He complains that the Government, while showing clearly that it wants to help small companies, has not so far indicated its policy towards big companies, other than those it is nationalising.

Indeed, he has yet to meet the Industry Minister, M. Pierre Dreyfus. Yesterday's award may help to put that situation right.

Occidental and ENI joint chemical group to have \$1bn capital

BY JAMES BUXTON IN ROME

OCCIDENTAL PETROLEUM of the U.S. and ENI, the Italian state energy concern, yesterday signed definitive agreements which will lead to the start next January of Enoxy, a joint venture with a capital of \$1,050m.

Enoxy will take over 56 Italian chemical plants currently in the hands of ENI and four coal-mines in the U.S. owned by Occidental. For Italy the deal offers a partial solution to the crisis of the State-owned chemical industry, which is saddled with excess capacity, inadequate management and lack of finance after disastrous over-expansion in the 1970s. It also gives it access to coal supplies at a time when Italy has become heavily dependent on oil.

For Occidental, which is headed by Dr. Arnold Hammer, the joint venture offers a chance to expand its chemical operations in Europe. Enoxy Chemicals, the chemical subsidiary of the joint venture, aims at gaining 8 to 10 per cent of the European monomer and plastics market. It also intends to enter the latex and synthetic rubber markets.

Discussions of the deal began last winter between Sig. Grandi and Mr. Zolten Merz, the head of Occidental's chemical opera-

tions who was formerly chairman of Dow Chemical. ENI wanted an international partner for its chemical operations, which will lead to the start next January of Enoxy, a joint venture with a capital of \$1,050m. The deal was arranged whereby Occidental would provide management and marketing and new funds for the more viable plants.

The inclusion in the agreement of the coal mines came at Dr. Hammer's insistence before the agreement was due to be announced in February. Under the agreement signed yesterday, Enoxy Chemicals will invest some \$300m over the 1982-84 period in the chemical plants, which are to be closed down and others not to be completed. A new plant at Ravenna in the north-eastern Italy will be expanded.

Sales will initially be \$1,500m a year. Enoxy's capital will total \$1,050m, with each partner putting in \$525m in equity and the rest being raised by means of a syndicated loan.

Overseas work gives Holzmann volume a boost

By Kevin Done in Frankfurt

PHILIPP HOLZMANN, West Germany's biggest construction group, increased building volume by 20.5 per cent in the first nine months of the year to DM 5,600m (\$2,450m) as a result of a steep rise in overseas work. Some 50 per cent of Holzmann's order book value of DM 9,800m at the end of September was accounted for by contracts booked outside West Germany. In the nine months the group's foreign building volume amounted to DM 3,900m, a jump of 36 per cent, and accounted for nearly 71 per cent of the group's total construction activity.

The bulk of the increase came from Holzmann's foreign subsidiaries, such as the Jones Group in the U.S. which more than doubled its turnover in the nine months. Foreign turnover figures have been inflated by the weakness of the Deutsche Mark against the dollar.

In a letter to shareholders the company says it expects "satisfactory profits" for 1981. The steep recession in the West German construction market means that many companies have booked loss-making contracts this year to ensure continuity of employment. Holzmann points out, however, that profits will not be hit in 1981 as contracts in the current workload were taken at "adequate" price levels.

Modest second quarter profits rise for KLM

BY OUR FINANCIAL STAFF

KLM, the Dutch national airline which climbed out of the red during the first three months of this year, reports modestly higher second quarter earnings.

For the three months ended September, net earnings were FI 94.8m compared with FI 91.4m a year ago. The result has been helped by extraordinary credits and it takes the half-year net income total to FI 115.7m (\$48m), from FI 79.3m last year.

Revenues for the second quarter are 27 per cent ahead at FI 1,330m so KLM has extended further the gains in traffic volume that marked its first quarter performance. Half-year revenues are 22 per cent ahead at FI 2,440m.

Second quarter extraordinary credits amounted to FI 18.6m of which close on a third arose from the disposal of fixed assets. For the half-year the extraordinary items amounted to a debit of FI 7.8m, compared to a credit of FI 1.2m.

When moving back to a profit from earlier losses in the opening quarter of 1981-82, KLM explained that the recovery was the result of increased passenger and freight traffic coupled with reduced growth in costs. Net profits for the first quarter totalled FI 20.9m, against a loss of FI 12m for the opening three months of last year and a

loss of FI 36.6m in the final quarter of 1980-81.

KLM's passenger load factor for the first quarter stood at 64.6 per cent which compared with a factor of 58 per cent a year earlier.

* * *

BOS KALIS Westminster, the Dutch contractor, will acquire the agro-industrial interests of Verenigde HVA Mijlen for FI 19m (\$7.5m), the two companies said yesterday. Bos KALIS will take over three HVA subsidiaries involved in management, consultancy and contracting—HVA International, HVA Holland Agro-Industries and HVA Nederland.

Bos KALIS will finance the takeover by the issue of new shares, the issue of a subordinated loan and by a cash payment.

Not included in the deal are HVA's sugar chemical interests, its share in a number of plantations and its claim for compensation from the Government of Ethiopia for the nationalisation of its interests in 1975.

Swiss bank pledge on foreign debts

By John Wicks in Zurich

CENTRAL BANKS would probably intervene if leading commercial banks were threatened with collapse in connection with non-repayment of foreign debts.

This was stated by Dr. Fritz Leutwiler, president of the Swiss National Bank in Bern yesterday. The danger of a "major contagion" in this sector would be likely to lead to official action, he said.

Under certain circumstances there could be joint moves by central banks in the case of international crises of this kind. There had already been an "exchange of opinions" on the subject.

Major Swiss banks, said Dr. Leutwiler, had incurred fewer international risks than some foreign banks.

For the current year, the Swiss National Bank expects the country's capital exports to reach a new record, partly as the result of a revision of the regulations governing foreign borrowings in Swiss francs.

Ceat seeks commissioner to run its tyre division

BY RUPERT CORNWELL IN ROME

CEAT, Italy's troubled second largest tyre producer, has formally requested a publicly appointed commissioner to step in to run its affairs, as the only means of coping with its acute financial problems.

The difficulties of Ceat, whose annual group turnover now exceeds L1,000m (\$820m) stem in part from stagnant market conditions and excess stocks, but above all from a debt burden which now exceeds L1,600m. In the first six months of 1981, in fact, the Turin-based concern registered an operating profit of L50m.

The decision to apply for a special commissioner for its tyre division was approved by a meeting of shareholders on Wednesday, but only announced yesterday. The process is intended to allow a breathing space during which a restructuring programme can be launched to see the group back into overall balance by the end of 1982.

For this to be achieved Ceat will have to secure agreement from creditor banks to consolidate and roll over part of its outstanding debts and extract loan payments from public utility consumers like ENEL, the State electricity corporation, which are themselves in dire financial straits.

The difficulties of Ceat, which employs 6,000 people, only add to the employment uncertainties in Turin, the capital of the Italian engineering industry. Debts and the recession have caused acute problems for the \$200m factory equipment group of Sig. Orfeo Pirelli (president of Torino Football Club), and for other concerns in the machine tool and component sectors, heavily dependent on the fortunes of Fiat.

The future of Ceat has been in doubt for several years. The Tedeschi family, which owns a majority of its equity, at one stage sought to sell out to a foreign buyer, but the deal fell through. Rumours have abounded that Pirelli, Italy's biggest tyre and cable group, might step in but thus far with no foundation.

Bank of Spain scales down equity portfolio

BY ROBERT GRAHAM IN MADRID

THE BANK of Spain has sold the bulk of its equity holdings in Spain's privately-owned electricity companies. The largest single operation involved the sale of 5 per cent of Hidrola, Spain's second biggest electricity concern, for \$45m.

These disposals are part of a general policy to weed out all equity holdings. They have been observed with concern by the opposition Socialist party, who had considered that the holdings would permit a measure of State control in the electricity sector—allowing the nomination of board members, at least.

The major outstanding Bank of Spain's electricity shareholding is in Iberduero, the largest

private utility. No move has yet been made on this holding because of the problematical position of the company over its Lemona nuclear power station, near Bilbao, in the Basque country.

Although over three-quarters complete, work on this \$1.2bn twin nuclear plant has been almost paralysed since February when the chief engineer was kidnapped and murdered by the militant Basque separatist organisation ETA.

The Bank of Spain's equity portfolio dates from the time when it was partially controlled by private shareholders. The State only acquired full control in 1962.

The single most important stake is the 12 per cent in the national telephone monopoly which is capitalised at \$2.5bn. According to stock market estimates the bank had until recently just over 5 per cent of its total portfolio in electricity companies.

In July 1977, as part of the first efforts to liberalise the financial system, an informal ban was placed on all new Bank of Spain share purchases.

Sr. Jose Ramon Alvarez Rendiles, the governor of the bank, sees no point in retaining shares. It is not the bank's job to place bank officials on boards of companies or to support private or semi-private

companies in this manner, he says.

Apart from selling shares in the electricity industry, the bank has liquidated its interests in such companies as the chemical-energy group, Aragon, the cement company Asifand, and the property group Vallehermoso.

Talks are said to be going on to dispose of a stake in the property development group Urbis.

The bank has also transferred to a new energy holding, INE, its 15 per cent shareholding in the petroleum distribution monopoly, Campas. The transfer was treated as a loss.

NOTICE TO HOLDERS OF

BARCLAYS BANK INTERNATIONAL LIMITED

8 1/2% Capital Bonds 1986

NOTICE IS HEREBY GIVEN that the redemption obligation imposed by Condition 3(a) of the Terms and Conditions applicable to the Bonds in respect of the year to 1st December 1981 has been satisfied by the surrender of Bonds purchased in the market. Accordingly no Bonds have been taken for redemption.

Barclays Bank International Limited

8 1/2% Capital Bonds 1986

Unrepresented Bonds from the 1st December 1977 call
06025 01205 01226 11363 23167

Unrepresented Bonds from the 1st December 1978 call
00706 01280 01289 17651

BARCLAYS BANK INTERNATIONAL LIMITED

October 1981

Lloyds Eurofinance N.V.

(Incorporated in the Netherlands with limited liability)
Guaranteed on a subordinated basis as to payment of principal and interest by



Lloyds Bank Limited

(Incorporated in England with limited liability)

In accordance with the terms and conditions of the Notes and the provisions of the Agent Bank Agreement between Lloyds Eurofinance N.V., Lloyds Bank Limited, and Citibank, N.A., dated October 27, 1981, notice is hereby given that the Rate of Interest for the initial interest period has been fixed at 17 1/2% p.a. and that the interest payable on the relevant Interest Payment Date, April 29, 1982, against Coupon No. 1 will be U.S.\$432.88 per \$5,000 Note.

October 30, 1981

By: Citibank, N.A., London, Agent Bank

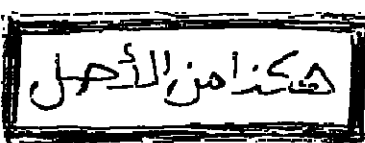
CITIBANK

Carnegie Fondkommission AB

The company is a Swedish stockbroker with long-standing international relations and a member of the Stockholm Stock Exchange. The firm is a subsidiary wholly owned by Investment AB D. Carnegie & Co., founded in 1803.

Carnegie Fondkommission AB
Hovsläggargatan 5B
S-111 48 Stockholm
Sweden

Telephone: 46 8 234055
Telex: 11878 CARNECO S



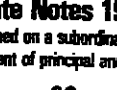
U.S. \$150,000,000

Midland International Financial Services B.V.

(Incorporated with limited liability in the Netherlands)

Guaranteed Floating Rate Notes 1991

Guaranteed on a subordinated basis as to payment of principal and interest by



Midland Bank Limited

For the six months from 30th October, 1981 to 30th April, 1982

the notes will carry an interest rate of 17 1/2% per annum.

On 30th April, 1982 interest of U.S.\$432.88 will be due per U.S.\$5,000 Note for Coupon No. 2.

Agent Bank: European Banking Company Limited

October 30, 1981

By: Citibank, N.A., London, Agent Bank

CITIBANK

U.S. \$100,000,000

GUARANTEED FLOATING RATE NOTES 1991

For the six months from 30.10.81 to 30.4.82

the Notes will carry an interest rate of 16 1/2% per annum.

Coupon Value U.S.\$ 50.63. Listed on the Stock Exchange, Luxembourg.

Agent Bank: National Westminster Bank Limited

London

Bank of Montreal

Incorporated in Canada with limited liability

CHANGE OF ADDRESS

BANK OF MONTREAL announce the transfer of their banking services to their new branch premises at:

246 BISHOPSGATE, LONDON, EC2M 4PA

on

MONDAY, DECEMBER 14th, 1981.

Their existing branch at 47 Threadneedle Street will close at 3 p.m. Friday, December 11th, 1981 whereafter all instruments drawn on that office are deemed payable at 246 Bishopsgate, London, EC2M 4PA.

The existing cable address, telephone and telex numbers remain unchanged.

Japanese venture in genetic engineering

By Charles Smith in Tokyo

JAPAN'S LARGEST synthetic fibre manufacturer and the country's third largest brewer have agreed on a comprehensive business tie-up which will enable them to pool their resources in the field of life sciences and genetic engineering.

The two companies, Nitto Chemicals and Asahi Breweries, are both based in Osaka. Nitto is a synthetic fibre manufacturer and Asahi is a brewer. Under the agreement, Asahi Chemical will acquire a 10 per cent capital stake in Asahi Breweries. Asahi Kasei is expected to pay approximately the market price of 2200 yen for the 22m Asahi Breweries shares. It has agreed to acquire 22m shares in Asahi Breweries.

The two companies will co-operate in the marketing of food products and drinks. Asahi Breweries has been gradually losing market share during the past year or so. The most exciting area of collaboration, however, could involve the pooling of fermentation technology for genetic engineering.

Asahi Chemical, although primarily an artificial fibre maker, has also made name for itself in pharmaceuticals, artificial kidneys and other specialised medical products. It believes that fermentation technology developed by Asahi Breweries could be relevant to research at its new biotechnology laboratory.

Asahi Chemical is one of a number of Japanese companies (the others being mainly banks and life insurance companies) which agreed to acquire Asahi Breweries' shares after a private share syndicate run by doctors in Kyoto agreed to sell its holding of some 64m shares last month.

The Kyoto syndicate, known as Juzenka, had acquired the Asahi Breweries shares about three years ago. It was persuaded to dispose of its holding after warnings against share cornering activities by the Ministry of Finance and by the Kyoto authorities.

The distribution of Juzenka's former shareholding was organised by Sumitomo Bank (which acts as "main bank" to Asahi Breweries). Asahi Chemical, although maintaining a "fairly close" business relationship with the Sumitomo Bank and other members of the Sumitomo group, describes itself as an independent enterprise, unrelated to any of Japan's major business "families."

Asahi Breweries will benefit from the purchase, and the accompanying management infusion, by acquiring a much stronger base from which to compete against the two "giants" of the Japanese brewing industry, Kirin and Sapporo.

Australian Guarantee lifts profits to record level

BY GRAHAM JOHNSON IN SYDNEY

AUSTRALIA'S LARGEST consumer finance company, Australian Guarantee Corporation (AGC), lifted earnings by 28.6 per cent from A\$55.5m to a record A\$72.8m (US\$52.5m) in the fiscal year to September 30, despite the prevailing high interest rates.

The finance group will lift its annual dividend from 8.75 cents to 9.375 cents and in addition will make a one-for-seven rights issue to raise A\$38.4m. Earnings of the company, in which the Bank of New South Wales is the majority shareholder, rose despite intense competition for funds among finance companies during the year.

The earnings increase by AGC signals a return to higher profit

growth, which last year slumped to an abnormally low 5.7 per cent. The higher annual payout is covered by earnings a share of 24.1 cents, against 26.5 cents.

Shares issued in the one-for-seven renounceable rights issue will rank for dividend from January 1982 and will participate in half the interim payout next year. The present dividend payout of 20 per cent is expected to be maintained on the enlarged capital.

The strong earnings performance came on top of a 15.7 per cent improvement in net receivables from A\$2.68bn to A\$3.1bn.

The directors attributed the result to the maintenance of

"net operating margins in spite of higher borrowing costs on the increased cash exposure base," and a reduction in the impact of charges for bad debt losses.

But in view of the overall rise in net receivables, an additional A\$1.4m has been set aside for the general provision of doubtful debts while a further A\$3m has been provided for specific doubtful debts.

Commenting on the prospects for the Australian finance sector in 1982, the directors said they believed that earnings of finance companies could be affected next year by high interest rates and continued competition for funds from the investing public.

Qantas cuts losses further

By Our Sydney Correspondent

QANTAS, THE Australian Government-owned airline, trimmed losses from A\$19.3m to A\$17.3m (US\$19.66m) in the latest financial year. The recovery would have been healthier, except for a strike by cabin crew earlier in the year, estimated to have cost almost A\$35m.

Mr Jim Leslie, chairman of Qantas, described the year as "one of the worst in the history of aviation." In 1979 Qantas had reduced its loss from A\$21.2m. International airlines are collectively expected to lose A\$1.86bn this year.

Fuelled by the strike and soaring oil costs, airline operation losses almost quadrupled to more than A\$41m. Total revenue went up by 11.1 per cent from A\$321.1m to the A\$1bn mark for the first time at A\$1.02bn.

Mr Leslie said fares would have to go up if the company was to make a profit, but he hoped Qantas would return to profitability in "two to three years."

Earnings growth slows at Afcol

BY JIM JONES IN JOHANNESBURG

ASSOCIATED FURNITURE Companies (Afcol) the furniture manufacturer 56.3 per cent-owned by South African Breweries, is starting to feel the effects of the country's economic slowdown. In the half year ended September 30 1981, operating profits were R17.3m (\$17.35m) only 11 per cent higher than the R15.6m of the corresponding period in 1980. The result compares with R29.9m for the year to March 31, 1981. First-half turnover rose by 13 per cent to R113.8m (\$117.44m) from R100.8m for all 1980-81. Sales reached R193.8m.

The directors say that there is continued evidence of a further slowing down in the demand for furniture. They give a warning that if growth rates continue to decrease and furniture sales soften further,

Afcol will be hard pressed to match the earnings performance of the second half of last year.

An interim dividend of 35.5 cents has been declared from first half earnings of 70.9 cents a share. Last year the interim dividend was 30 cents and first half earnings 60.1 cents a share. For the year to March 1981 earnings totalled 121.2 cents a share and the dividend 61 cents.

CNA INVESTMENTS, the South African retailer of periodicals, books, and audio equipment, increased sales substantially in the six months to August 31 1981 but warns that the growth rate is likely to decline in the current half year. First-half pre-tax profit almost doubled to R3.15m (\$3.28m) from R1.61m in the same period of 1980 and compares with

R8.65m for the full year to February 1981. Turnover was R49.9m against R38.2m in the first half of last year and R90.5m in the full year.

Although growth rates are expected to decline, the directors believe that the seasonal merchandising programme and expanding store network will allow CNA to gain a greater market share.

For the present the company has decided to stay with the FIFO (first in first out) accounting system. As a result, the dividend cover has been widened to cope with inflation and higher replenishment costs.

An interim dividend of 12.5 cents against 7.5 cents has been declared from first-half earnings per share of 59.7 cents compared with 29.5 cents. For the year to February 1981 earnings per share were 165.6 cents and the dividend total 50 cents.

Unified Hong Kong SE elections

BY KEVIN RAFFERTY IN HONG KONG

UNIFICATION of Hong Kong's four stock exchanges moves an important step closer today with the election of the chairman and committee of the Stock Exchange of Hong Kong, as the new unified exchange will be known. The committee will be responsible for creating the new exchange, which now exists only on paper, so there is some excitement and more than a little trepidation about the election result.

Many issues remain to be settled, from the details of the new trading floor to the rules of membership. Overseas brokers are particularly worried as there is a feeling among some members that foreigners should not be allowed to deal and that the new exchange should be limited to Hong Kong brokers.

Uncertainty has been increased by the fact that the election will be on a straight first-past-the-post system. There are 54 candidates for the 21 places

on the committee. The candidate who gets most votes will be chairman and the next four runners-up will be vice-chairmen. Voters have to vote for a full 21 names, neither more nor less.

With the domination of the Far East and Kam Ngan exchanges, which are by far the busiest and biggest and which account for more than 60 per cent of the 1,000-odd brokers entitled to vote, it might be possible to vote through a straight ticket, leaving the other two exchanges, the Hong Kong and Kowloon, out in the cold.

The Hong Kong and the Kowloon Stock Exchanges, with about 300 members in all, have agreed to support a joint list of 22 members. Informal meetings have taken place between the other two exchanges.

Front-runners for the job of chairman are Mr Ronald Li, the chairman of the Far East Exchange, and Mr Woo Hon-Fai,

the chairman of the Kam Ngan Exchange. The election will be by secret ballot and will be supervised by the official Securities Commission. Trading will be closed for the day.

The unified stock exchange is supposed to come into existence in 1984 under the terms of legislation already enacted, but this deadline seems unlikely to be met, if only because the new building will not be ready. The existing stock exchanges have insisted that they must have a trading floor which will have places for all the members, which means a floor area of about 20,000 feet.

A suitable site has been found in the heart of central Hong Kong, but the space will not go out to tender until next month, and it will be February before the developer can be chosen. Even at Hong Kong building speeds, it will probably be 1985 before the building is ready.

All these Bonds have been sold. This announcement appears as a matter of record only.

AGA

AGA Aktiebolag

(Incorporated with limited liability in the Kingdom of Sweden)

U.S.\$30,000,000

9½ per cent. Convertible Subordinated Bonds 1996

Issue Price 100 per cent.

Interest payable semi-annually on 15th March and 15th September

Hambros Bank Limited

Banque Bruxelles Lambert S.A.

Credit Suisse First Boston Limited

Kidder, Peabody International Limited

Nordic Bank Limited

Swiss Bank Corporation International Limited

Svenska Handelsbanken

Carnegie Fondkommission AB

Deutsche Bank Aktiengesellschaft

Merrill Lynch International & Co.

Skandinaviska Enskilda Banken

Algemene Bank Nederland N.V.

Bank Gutzwiller, Kutz, Bungezer (Gutzwiller) Limited

Banque de Paris et des Pays-Bas

Citicorp International Group

Goldman Sachs International Corp.

Mitsui Finance Europe Limited

Rowe & Pym

Stratton, Thornhill & Co.

Banca del Gottardo

Bank Leu International Limited

Banque Worms

Commerzbank Aktiengesellschaft

Gotschebank

Samuel Montagu & Co. Limited

Scandinavian Bank Limited

Svenska Handelsbanken S.A.

Bank of America International Limited

Banque Arabe et Internationale d'Investissement (B.A.I.I.)

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Dresdner Bank Aktiengesellschaft

Hankow Pacific Limited

Morgan Guaranty Ltd

J. Henry Schroder Wagg & Co. Limited

J. Vontobel & Co.

Bank Julius Baer International Limited

Cazenove & Co.

European Banking Company Limited

Hill Samuel & Co. Limited

Kleinwort, Benson Limited

Nordfinanz-Bank Zürich Limited

PKB Investments Limited

Sparbankernas Bank Limited

October, 1981

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This announcement appears as a matter of record only.

Commercial Paper Program



Australia and New Zealand Banking Group Limited

New York Branch

Issuing and Paying Agent

Chemical Bank

We serve as the commercial paper dealer for this program.

A.G. BECKER INCORPORATED

WARBURG PARIBAS BECKER

INCORPORATED

October 1981

All of these Bonds having been sold, this announcement appears as a matter of record only.

New Issue / October, 1981

\$125,000,000

ENSERCH CORPORATION

10% Convertible Subordinated Debentures Due 2001

The Debentures are convertible at any time prior to maturity, unless previously redeemed, into Common Stock of the Corporation at \$28.56 per share, subject to adjustment.

Salomon Brothers Inc

Goldman, Sachs & Co.

The First Boston Corporation

Lehman Brothers Kuhn Loeb

Merrill Lynch White Weld Capital Markets Group

Bache Halsey Stuart Shields

Merrill Lynch, Pierce, Fenner & Smith Incorporated

Dillon, Read & Co. Inc.

Bear, Stearns & Co.

Donaldson, Lufkin & Jenrette

Drexel Burnham Lambert

Lazard Frères & Co.

L. F. Rothschild, Unterberg, Towbin

Warburg Paribas Becker

Wertheim & Co., Inc.

ABD Securities Corporation

Arnhold and S. Bleichroeder, Inc.

Atlantic Capital Corporation

Basle Securities Corporation

Alex. Brown & Sons

F. Eberstadt & Co., Inc.

A. G. Edwards & Sons, Inc.

Eppler, Guerin & Turner, Inc.

EuroPartners Securities Corporation

First Southwest Company

Robert Fleming

Howard, Weil, Labouisse, Friedrichs

Kleinwort, Benson

Ladenburg, Thalmann & Co. Inc.

Moseley, Hallgarten, Estabrook & Weeden Inc.

New Court Securities Corporation

Oppenheimer & Co., Inc.

Piper, Jaffray & Hopwood

Rauscher Pierce Refsnes, Inc.

Rotan Mosle Inc.

Thomson McKinnon Securities Inc.

Tucker, Anthony & R. L. Day, Inc.

Underwood, Neuhaus & Co.

Wood Gundy Incorporated

Algemene Bank Nederland N.V.

Banque Bruxelles Lambert S.A.

Banque Nationale de Paris

Baring Brothers & Co.

Credit Commercial de France

Morgan Grenfell & Co. Limited

Pictet International

Pierson, Halding & Pierson N.V.

October 30, 1981



Ente Nazionale per l'Energia Elettrica (ENEL)

SDR 100,000,000

Floating Rate Debentures due 1986

Extendible at the Debentureholder's Option to 1989 Guaranteed by the Republic of Italy

In accordance with the terms and conditions of the Debentures, notice is hereby given that for the interest period commencing on November 2, 1981 the Debentures will bear interest at the rate of 15% per annum. The interest payable on the relevant interest Payment Date, May 4, 1982 against Coupon No. 2 will be SDR 388.01562.

The US\$/SDR rate which will determine the US\$ amount payable in respect of Coupon No. 2 will be fixed together with the Interest Rate for the period commencing May 4, 1982, on April 29, 1982.

Fiscal Agent

ORION ROYAL BANK LIMITED

U.S. \$100,000,000 GenFinance N.V.

(Incorporated with limited liability in The Netherlands)

Floating Rate Notes Due 1987

Guaranteed on a Subordinated Basis as to payment of principal and interest by



Société Générale de Banque S.A./ Generale Bankmaatschappij N.V.

(Incorporated with limited liability in Belgium)

In accordance with the provisions of the Notes, notice is hereby given that for the six month interest period from 30th October, 1981 to 30th April, 1982 the Notes will carry an Interest Rate of 17½% per annum and the Coupon Amount per U.S. \$5,000 will be U.S. \$431.30.

Credit Suisse First Boston Limited Agent Bank

Takeover
to affect
Acl. Int.

By Our Commodities Editor

ACLI International, the U.S.-based commodity trading house, is planning a retrenchment of its operations at the urging of its new owners, Donaldson Ltd. of Geneva, the Wall Street investment company that completed the takeover of Acl. Int.

It was reported that two of Acl. Int.'s operating divisions—Acl. Sugar and Acl. Marine—are to be closed today and the soybean and seafood divisions are likely to close shortly too.

Mr. Richard Jenrette, chairman of Donaldson, said that he had no desire to have Acl. Int. withdraw from physical trading, but there was likely to be some shifting in emphasis.

The takeover in September followed rumours in August that Acl. Int. had suffered heavy trading losses in the silver, coffee, cocoa and sugar markets.

A spokesman for Israel Woodhouse, the London subsidiary of Acl. Int., said the UK company would not be affected by the planned closures.

Gill & Duffus
tightens curbs
on trading

By Our Commodities Staff

GILL AND DUFFUS is working round the clock to tighten controls on its trading activities following the heavy losses suffered by the group in Hong Kong. Mr. Pat Aiken, chairman of the group, said yesterday, "However, he pointed out that it was extremely difficult to cope with the situation that had occurred in Hong Kong, where the traders involved were basically attempting to cover up the failure to execute a client's order and incur further losses in unauthorised trading."

Mr. Aiken said the biggest mistake was made in the cocoa market by the Hong Kong subsidiary, which is a commission gathering centre that trades primarily on the world commodity markets both in London and the U.S. He continued that the two traders involved had been dismissed. But the group has no plans to close the Hong Kong company which is building up trading with China. All contractual and financial obligations will be met.

Gill and Duffus has reduced its estimate for profit before taxation for 1981 by \$4m to \$20m, but intends recommending the same final dividend of not less than 4.6p net.

Wheat harvest
forecast down

By Our Commodities Editor

THE International Wheat Council has reduced its forecast for the 1981 world wheat crop by 4m tonnes to 450m tonnes, mainly because of the shortfall in the Soviet harvest. The reduction means that the 1981 crop is no longer expected to exceed the record harvest of 461m tonnes achieved in 1979.

Carry-over stocks in the five major exporting countries, according to the Wheat Council's market report issued yesterday, are now expected to decline to 43.1m tonnes against 44.5m tonnes a year ago. World trade in wheat and wheat flour however, is forecast to rise in 1981-82 to 102m tonnes compared with 93m tonnes in 1980-81.

Imports of wheat by the USSR are expected to jump to 17m tonnes in the 1981-82 season alone, plus a further 20.5m tonnes of feedgrains and 2m tonnes of soyabean.

The report notes that the forecasts on production and trade point to a tightening in the supply and demand for wheat in the current crop year.

U.S. probing exports
of European poultry

WASHINGTON—Mr. William

Brook, U.S. trade representative, has announced a new investigation to see if West European poultry exports are hurting the U.S. industry and what action should be taken.

Mr. Mike Hathaway, Mr. Brook's deputy, said that a request for formal consultations will go out to the EEC in the next few days.

The "chicken war" of the 1960s has fought against the West Europeans, because they raised their protective duties against U.S. chicken exports after promising to hold the duties stable. The dispute was submitted to the General Agreement on Tariffs and Trade (GATT) which gave the U.S. permission to retaliate.

As a result, the United States still charges a 25 per cent duty on imports of light trucks from West Germany instead of the normal 8.5 per cent.

Mr. Brook announced the poultry probe at a meeting of the House of Representatives sub-committee on Trade. The investigation is one of a series he has ordered into European farm subsidies.

American farm organisations argue that these subsidies tend

to lower world prices and to

take business away from American

exporters.

In Brussels meanwhile, the European Commission gave Ireland five days to lift its ban on the import of poultry and eggs from Common Market countries which vaccinate against fowl pest.

If Dublin does not comply, the Commission will bring it before the European Court of Justice for violation of the Treaty of Rome, which requires the free circulation of goods.

The Irish ban, imposed last summer, was based on health reasons, AP.

Eggs dearer

British egg prices are heading

upwards again in response to the normal seasonal rise in demand which accompanies the onset of colder weather.

Goldenlay, the country's biggest egg market co-operative, announced yesterday that it was raising the price of sizes one and two (large) eggs by 1p a dozen, size three by 2p sixes four and five by 4p, size six by 3p and size seven by 2p. The rises will take effect on Monday.

Cocoa rises
on pact
changes

By Our Commodities Staff

LONDON COCOA prices moved higher yesterday encouraged by news that alterations had been made to International Cocoa Agreement buffer stock buying arrangements.

Support buying began at the beginning of this month but was quickly abandoned when it did not have the desired effect on prices. The International Cocoa Organisation announced on Wednesday that the buying price, previously fixed a day in advance, will now be set on the day of purchases and may be adjusted at any time to suit market conditions. This will allow the buffer stock manager more flexibility in his efforts to influence the market.

Prices opened lower yesterday but a later rise was attributed to improved hopes for the effectiveness of buffer stock operations.

The March futures position, which slipped to £1,157 a tonne early on, climbed to £1,194 at one stage before settling at £1,150 on the day at £1,174 a tonne.

Dealers said the late fall was due to hedging against Ivory Coast producer sales coupled with the rise in sterling.

Thai output
of sugar up
this year

BANGKOK — Thailand's

sugar output in the 1981-82 season (November to May) is expected to increase to 2.4m tonnes, according to the latest estimate of the Thai Sugar Cane and Sugar Policy Committee of the industry.

The committee said that the 1980-81 output, but trade sources put it at 1.6m tonnes.

The committee forecast output at 600,000 tonnes of white sugar for domestic consumption and 1.8m tonnes of raws for export, a rise of 300,000 tonnes on previous trade and official forecasts for this year.

Meanwhile in Johannesburg, the Sugar Association has confirmed a sugar sale to Japan in the past week but declined to detail the amount or price. In the past, South Africa has exported annually about 350,000 to 400,000 tonnes to Japan.

Earlier in the week, Japan bought about 50,000 tonnes of sugar from Australia and South Africa at a discount for end-1981 delivery, Reuters.

Decline in lead and zinc values
spreads to other metals

By JOHN EDWARDS, COMMODITIES EDITOR

LEAD AND ZINC led a general decline in prices on the London Metal Exchange yesterday. Markets were depressed by the rise in the value of sterling against the dollar and continued absence of consumer demand.

Cash lead dropped by £11 to £374.5 a tonne on fears of further U.S. price cuts following the failure of demand to pick up at a time when there is normally a seasonal boost in consumption. Cash zinc closed £10.5 down at £500.5 a tonne in spite of reports that unions were threatening to picket Tara Mines in Ireland to halt maintenance work that has continued since the strike there started in July.

Cash aluminium lost £8.5 to £607.5 a tonne and is now

threatening to fall below £500 as a result of surplus supplies building up in the face of weak demand.

Copper cash wirebars were also £5.25 lower at £900.25 a tonne, after dipping below £900 at one stage. The market was depressed by the statement from the U.S. producer, Phelps Dodge, that it was cutting back production still further because of unsatisfactory copper prices. Mr. Charles Barber, the chairman of Asarco, said last night in New York that copper was being hurt by the downturn in automobiles and housing, which accounted for over 40 per cent of total sales.

Silver prices were lower too, following news that Eastman Kodak in the U.S. was studying a project to mass-market a "film-

less camera."

Nancy Dundee in Washington adds: The General Services Administration, at its third weekly auction of 1.25m ounces of U.S. Government stockpiled silver, demonstrated once again that bids below prevailing market levels will not be acceptable.

Out of the ten legitimate offers made for a total of 2.9m ounces, only five bids were accepted.

Interest in the sale seemed to wane this week as traders concentrated on news of the U.S. Treasury quarterly re-financing, the proposed sale of Awacs to Saudi Arabia and the strike in Poland. While the number of bidders has sunk from 25 in the first week to 13 last week to ten today, the amount of silver actually sold has risen from

180,000 ounces the first week, to 224,000 ounces last week, to 488,000 ounces this week.

GSA officials claim to be "pretty well pleased" with the results of the sale. However, they have been authorised to dispose of 48.5m ounces this year. Unless the bidding picks up—which is seen as unlikely during a recession—the agency will have to lower its price standards and risk displeasing silver producing countries and congressmen opposed to the sale—or they will never manage to dispose of all 48.5m ounces this year.

Silver authorised for sale by Congress must be sold this year or returned to the stockpile. At the end of the year, the President will be required to re-evaluate his policy.

FARMER'S VIEWPOINT

The worrying economics of sheep rearing

EVERY AUTUMN I buy three hundred ewe lambs in the North of England to replenish my flock. I keep these for a year and then mate them as maiden ewes next October when they have benefited from the kinder environment of the South of England. Last year they cost me about £30 delivered. This time the figure was £36. I grumbled about this but I was lucky, but that the price had risen steadily since the early sales when mine had been bought. At the last of the season's sales they would have fetched some £40 or more, he said.

The alternative to buying ewe lambs would be to wait a year and then buy them as maiden ewes. But this year the price for an equivalent ewe would have been around £65, and could have been higher. This is a difference of £30 a head, and I can keep them through the period for less than that.

Incidentally, the price of ewes in the South of England were rather below those in the North and in Scotland and quite a few were sent North again after a spell in the South.

The main beneficiaries of the boom-for boom it has been—the hill farmers who produce the lambs. They are in a monomoly position because it has been moved by long practice that the ideal ewe for low-

land conditions is a cross between pure hill ewe and a Leicester type ram. There are two main breeds of these. The Border Leicester and the Blue-faced Leicester. These are big sheep, the only significant difference between them being that the Border has a white face, the other a shade of grey. The Border Leicester is said to be the less hardy.

They are bred to pass on to their offspring, when mated to a hill ewe, characteristics of prolificacy and milkiness. They are far from being hill sheep themselves being delicate and needing very careful husbandry even to keep them alive. But they are essential to the chain of production of breeding ewes which excel in productivity. The reason for this is the element of hybrid vigour which comes from any cross of two strains within a species—an element which even the most modern genetic research accepts but cannot explain.

I must confess here that on a previous occasion when I thought the price of ewe lambs had risen beyond reason I did try to produce my own cross-breds from my existing hybrids. I was disappointed. The price of a ram. But I did not improve on those I had bought, although they were serviceable enough. I would do this again if I thought that I was being held to ransom by avaricious hill farmers.

The basic reason for the price increase was really the encouraging results of the first year's operation of the Common Market sheep regulation. This has effectively raised sheep meat prices by about 20 per cent over the past year. For instance, the total return on lambs for September 1980 was 150 pence per kilo while for September 1981 it amounted to 180 pence per kilo.

Consumers have been shielded from the full weight of this because the price has been supported by a weekly deficiency payment and a headage payment on ewes as well. In fact from the sheep farmers' point of view it has been an ideal solution—an open-ended guarantee from Brussels. The EEC pays, and there can be no question of harsh Treasury cuts in the guarantee. But there are some questions.

There used to be a flourishing export trade principally to France which was in the end blocked by the lamb war with France. The regulation stopped the war and theoretically allowed for exports. However, exporters suffered the imposition of a clawback equivalent to the subsidy for the week imposed on every exported carcase.

A couple of months ago a fall in the value of sterling against the franc and a declining clawback made exporting possible again. The clawback fell

because there was a rise in the market price here and lambs could be held for a week to take advantage of the following week's reduced clawback. This is a complicated situation but exporters include some very able operators.

Yet recently, the export trade has become difficult. Sterling has appreciated and the clawback instead of falling weekly has been rising again. The trade in France is also said to be weakening although it is still higher than the level ruling in Britain. But it is not high enough to encourage imports.

There are reports of consumer resistance to lamb prices in Britain. This resistance, associated with the recession, has probably been the cause of recent weakness in wholesale markets.

A key factor here could be the supply of New Zealand lamb. So far this year, New Zealand imports into the Community—mainly the UK—are running some 30,000 to 40,000 tonnes short of entitlement. But if the interruption of New Zealand exports to Iran continues much longer, it is possible that some of this meat may be diverted here with disastrous consequences for the market. There is plenty of room for anxiety.

JOHN CHERRINGTON

BRITISH COMMODITY MARKETS

BASE METALS

BASE-METAL PRICES remained under pressure on the London Metal Exchange. LEAD fell away to a low of £288 on renewed general liquidation in the market. ZINC was also under pressure, falling to £290.5, having held at £292.5 earlier in the day. COPPER closed at £390.5, having held at £392.5 earlier in the day. NICKEL was steady at £282.5, having held at £284.5 earlier in the day.

Unauthorised Metal Trading reported that in the morning cash wirebars were at £270.50, higher grade three months £272.50, higher grade three months £274.50, higher grade three months £276.50, higher grade three months £278.50, higher grade three months £280.50, higher grade three months £282.50, higher grade three months £284.50, higher grade three months £286.50, higher grade three months £288.50, higher grade three months £290.50, higher grade three months £292.50, higher grade three months £294.50, higher grade three months £296.50, higher grade three months £298.50, higher grade three months £300.50, higher grade three months £302.50, higher grade three months £304.50, higher grade three months £306.50, higher grade three months £308.50, higher grade three months £310.50, higher grade three months £312.50, higher grade three months £314.50, higher grade three months £316.50, higher grade three months £318.50, higher grade three months £320.50, higher grade three months £322.50, 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Late Gilt-edged strength features markets as equities remain preoccupied with Cable and Wireless flotation

Account Dealing Dates

Account Dealing Dates	Option
First Declared Last Account	
Dealings (tens) Dealings Day	
Oct 22 Oct 23 Nov 2	
Oct 26 Nov 5 Nov 6 Nov 16	
Nov 9 Nov 19 Nov 20 Nov 30	

New time dealings may take place from 9 am to 10.30 am on the day of the deal.

Government securities highlighted London stock markets yesterday as equities became even more preoccupied with today's Cable and Wireless offer for sale. The former showed no signs during the morning of extending the previous two-day recovery movement with investors apparently still in little encouragement from yesterday's further slight easing in short-term money market rates.

However, the situation changed abruptly later following a sharp rise in U.S. bond values and sterling's unexpected advance against the dollar. The tempo of business increased noticeably and longer-dated gilts were especially featured; interest was even shown for the neglected partly-paid long tap. Exchequer 10 per cent 1987. Gains in the sector quickly stretched to 1/2 before being pared to around 1/4.

The shorts also traded more briskly than recently and closed about 1/4 higher. The FT Government Securities index gained 0.39 to 81.01, taking it 0.84 near 11 per cent up from last Monday's five-day low. News of U.S. broker loan rate reductions and a Prime Rate cut came too late to affect sentiment.

Discussion about Cable and Wireless applications dominated equities. ICI's third-quarter profits, despite being at the best end of estimates, cut little ice and the firm tone in leading shares softened after the noon announcement. Thomas Tilling's counter share-exchange offer for Boree temporarily enlivened afternoon trading, but early dullness on Wall Street yesterday finally stifled interest already flagging through further conflicting views about the state of the economy.

Constituents of the FT Industrial Ordinary share index were generally harder and this measure closed a point higher on the day at 467.7 after having shown a gain of 2.5 at noon.

Lucas Industries moved against the trend on the BL situation and ended 5 down at 175p. Awaiting positive news from the Opec meeting on price unification. Oils were narrowly mixed. Activity in traded options was reduced to a trickle and only 453 deals were struck—the lowest since early March. Almost half of the day's business was transacted in ICI which recorded 127 calls and 71 puts on the third-quarter figures.

Asprey, a thin market previously dealt in under Special Rule, made a quiet debut in the United Securities Market: from an opening level of 775p, the price, after touching 774p immediately following the announcement, reacted on profit-taking to close 2 1/2 p lower on balance at 82p.

CU dull

Publicity given in a broker's adverse circular prompted a fall of 3 to a 1981 low of 130p in Commercial Union; the third-quarter figures are due on November 10. Other Composite Insurances drifted lower on lack of support. Phoenix dipped 2 to 255p and Royals 3 to 352p.

Still hoping that the Monopolies Commission will allow the bid from Hong Kong and Shanghai and Standard Chartered to proceed, Royal Bank of Scotland rose 4 to 160p; the chairman has stressed in a letter to shareholders that the bank is emphatically in favour of a takeover by SC and opposed to a takeover by HK and S. A dull market last week following the poor interim figures. Clive Discombe gave up 2 more to 230p. The Hong Kong-based Carian Investments fell 10 to 35p.

Leading Builders closed narrowly mixed following slow trade. Blue Circle eased 3 to 440p on the company's plan to cut its workforce by 1,000, but Redland improved a couple of pence to 147p and Taylor Woodrow 5 to 483p. Elsewhere,

French Kier added a penny to 78p; the company has won a £117m road construction contract in Iraq. John Finlay formed for a two-day gain of 8 to 172p awaiting news of discussions with an unnamed party, while Fairclough Construction revived and formed 3 to 116p. Barratt Developments, dull of late on reports of increased competition in the housebuilding sector, rallied 3 to 205p, while Bellway, 70p, and William Whitlatch, 100p, added 2 p each. Among the companies reporting, Ben Bailey Construction shed 2 to 14p on the sharply reduced annual profits and dividend cut, but J. Smart hardened a penny to 51p on the increased preliminary profits and dividend.

ICI's third-quarter figures were deemed satisfactory and the price, after touching 274p immediately following the announcement, reacted on profit-taking to close 2 1/2 p lower on balance at 82p. Among other chemicals, Coates Brothers "A" held at 45p despite the lower interim profits, but Rentokil formed 4 to 131p on the appearance of a solitary buyer.

Gussies good again

Demand for leading Stores remained disappointingly low, although Gussies "A" continued to attract support reflecting recent favourable comment and closed 5 up for a three-day gain of 15 to 385p. Mothercare, dull of late, rallied a couple of pence to 132p, while UDS ended a penny to the good at 63p. Banners rose 3 to 64p, after 83p, following the increased interim profits and dividend, while J. Hepworth annual results completed today, added 3 more to 93p.

The usually subdued Shoe sector was in the limelight again. J. W. Wassall jumped to 34p on news that the company was in receipt of a bid approach; the suitors was later revealed to be Hanson Shoe and Wassall closed a net 5 better at 29p to match the cash offer terms. George Oliver, which gained control of Hiltone Footwear on Wednesday, gave up 8 more to 100p; Hiltone were unchanged at 155p. First-half results from Beadlam Still and Coggins pleased the market and the close was 4 higher at 37p.

Berec highlighted Electricals rising to a 1981 peak of 135p before closing 1/2 better on balance at 127p following the surprise share-exchange counter-bid from Thomas Tilling worth 134p per share with the latter closing 12 down at that level. Hanson Trust, whose original 105p cash bid was due to reach its first closing date tomorrow, jumped 16 to 276p after 275p, on hopes that the bid is now over. Elsewhere, Plessey, 306p, and GEC, 653p, advanced 6 and 7 respectively, while Standard Telephones and Cables gained 7 to 412p. Perkins Elmer put on 7 pents to 175p in response to the satisfactory preliminary results, while Struthers added 4 to 105p on revived hopes of a bid from Tycos Laboratories. Amstar rose

7 to 172p and Suter 3 to 58p, as did the Deferred, to 49p.

Reflecting the strong first-half profits recovery, Hopkinsons featured 11 to 94p, after 96p, to feature a lethargic Engineering sector. Burgess were also prominently firm, rising 6 to 42p as the Board's optimistic statement on prospects helped to cushion the reduced profits and final dividend. Richardson, fell 3 to 20p in reaction to the near-Elm loss at the half-way stage. Hawker hardened a couple of pence to 232p among the leaders.

Selected Food Retailers attracted support with J. Sainsbury, interim results due next Wednesday, rising 15 to 435p. Kwik Save, 208p, Bejam, 134p, and William Morrison, 135p, all added a couple of pence. Cadbury Schweppes came in for late support and rose 1/2 to 82p, while Rowntree Macintosh hardened 2 to 150p.

Wm. Press disappoints

William Press took a distinct turn for the worse in the late afternoon, closing 3 down at 65p, after 63p, on acute disappointment with the 33 per cent contraction in first-half profits. Elsewhere, Glaxo, still drawing strength from recent comment on the profit potential of the group's new drug, Zantac, improved to 412p before retreating on sporadic profit-taking to finish only 2 p lower on balance at 406p. Unilever firmed 10 to 880p and Beecham hardened the turn to 194p; the latter's interim figures are due on November 18.

An unsettled market of late following the rationalisation plans, Hoover A picked up 4 to 87p, J. and J. Dyson rose 4 more to 85p, Wolverhampton Steam Laundry put on 2 to 40p on revived bid hopes but Fitzwilliam lost 3 further to 34p and Royal Worcester shed 9 to 178p.

Boosey and Hawkes, up 10 on Wednesday in response to the sharply increased interim profits, added 2 more to 187p. Elsewhere in the Leisure sector, D. M. Leinster, responded to further interest and firmed 2 for a two-day gain of 4 to 21p.

Motor sectors remained nervous about the situation at BL, Lucas annual profits due to 170p, gave up 5 more to 170p, while Vauxhall's profits fell 3 to 41p. Among Distributors, BSG International gained the turn to 151p following

the return to profits at the interim stage.

Publishers passed a subdued session and most held the overnight positions, but Websters lacked support and dropped 5 to 33p ex-the-rights issue; the new nil-paid eased a similar amount to 13p premium. Dealings in Pyramide were suspended at 50p on news that the company has received an approach which may lead to an offer. Elsewhere, good support was forthcoming for Mills and Allen, 18 up at 410p.

Oils mixed

Business in Oils was reduced awaiting the outcome of the Opec meeting and quotations faltered after a firm start to close narrowly mixed on balance. British Petroleum finished a net 4 dearer at 300p, after 302p, while Shell, a particularly good market recently, settled 2 off at 363p, after 368p. Barmah reverted to the overnight level of 102p, after 104p, but Esso continued to hold at 249p. Canadex, strong of late on Briggs, Rumberidge, prospects, reacted 8 to 190p on profit-taking and Carless Capel shed 5 to 127p. Among Irish oils, Atlantic Resources lost 15 to 194p, the latter's interim figures following the Dublin statement on the Porcupine Basin.

Among Overseas Traders, Gill and Duffus remained unsettled by losses on commodity dealings in Hong Kong and declined 6 for a two-day fall of 18 to 142p. Boustead were again briskly traded and fell to 133p before rallying to end 5 lower on balance at 135p.

Grange Trust, which received an offer from Courtauld's pension fund for a two-year term of 18 to 145p, or 2 above the minimum level of the offer.

Mid-term profits from Coats Patons came below market expectations and the shares, firm of late, reacted 4 1/2 to 62p. Tootal reacted 1 1/2 to 361p in sympathy, as did Carings, which fell 1 1/2. Dealings in carpet concern Homray were suspended at 8p at the company's request pending an announcement.

Gold decline

Mining markets sustained widespread and sometimes substantial losses as the fall in the bullion price and lack of interest prompted a general market-wide sell-off.

South African Golds were under little or no real selling pressure but the absence of

support left the market vulnerable to small offerings. Prices fell accordingly with heavy weights ending as much as a point lower, as in Randfontein, 231, and President Steyn, 171.

The Gold Mines index relinquished all and more of the gains of the previous two days in registering a 12.2 fall to 353.1. Bullion was finally 87 lower at 9424 an ounce.

Financials were dull. The London-based stocks drifted throughout the day, unsettled by weak base-metal prices—notably lead. Gold Fields dipped 2 to 480p, the Anglo-Zinc 5 to 440p, and Charter 2 to 230p. Banks gave up 5 to 450p following the company's response to the bid from Societe Generale de Belgique.

South African Financials lost ground in sympathy with Golds. "Anglo" were particularly weak and dropped 1 1/2 to 547 while Johnnies fell a point to 536 and De Beers 7 to 340p.

Dealers reported minimal interest in Australians which drifted down to close at the day's lowest.

Among the leaders, CRA fell 10 to 176p, Western Mining a like

FINANCIAL TIMES STOCK INDICES									
	Oct 29	Oct 28	Oct 27	Oct 26	Oct 25	Oct 24	Oct 23	Oct 22	Oct 21
Government Secs	61.01	60.66	60.46	60.17	60.29	60.44	60.54	60.74	60.84
Fixed Interest	61.78	61.63	61.81	61.81	61.81	61.81	61.81	61.81	61.81
Industrial Ord.	467.7	466.7	465.0	464.1	463.1	462.1	461.1	460.1	459.1
Gold Mines	356.1	356.8	356.5	356.5	356.5	356.5	356.5	356.5	356.5
Ord. Div. Yield	6.58	6.57	6.40	6.40	6.40	6.40	6.40	6.40	6.40
Earnings, Yld. 2 (full)	10.88	10.87	10.94	10.94	10.94	10.94	10.94	10.94	10.94
P/E Ratio (net)	11.86	11.81	11.76	11.76	11.76	11.76	11.76	11.76	11.76
Total bargains	15,116	15,328	15,317	15,300	15,317	15,317	15,317	15,317	15,317
Equity turnover %	85.87	85.87	85.87	85.87	85.87	85.87	85.87	85.87	85.87
Equity bargains	9,508	9,544	9,544	9,544	9,544	9,544	9,544	9,544	9,544
10 am 457.2	11 am 467.7	11 am 467.2	11 am 467.2	11 am 467.2	11 am 467.2	11 am 467.2	11 am 467.2	11 am 467.2	11 am 467.2
2 pm 467.2	3 pm 467.2	3 pm 467.2	3 pm 467.2	3 pm 467.2	3 pm 467.2	3 pm 467.2	3 pm 467.2	3 pm 467.2	3 pm 467.2
4 pm 467.2	5 pm 467.2	5 pm 467.2	5 pm 467.2	5 pm 467.2	5 pm 467.2	5 pm 467.2	5 pm 467.2	5 pm 467.2	5 pm 467.2
Basis: 100 Govt. Secs. 15/20/25. Fixed Int. 100. Industrial Ord. 1/1/35. Gold Mines 12/5/95. SE Activity 1974. 1/1/35. 1/1/35. 1/1/35. 1/1/35. 1/1/35. 1/1/35. 1/1/35. 1/1/35. 1/1/35.									
HIGHS AND LOWS									
	1981	Since Compil'd	Oct 29	Oct 28	Oct 27	Oct 26	Oct 25	Oct 24	Oct 23
Govt. Secs.	60.71	60.17	127.4	49.18	49.18	49.18	49.18	49.18	49.18
Fixed Int.	78.01	61.81	150.0	150.0	150.0	150.0	150.0	150.0	150.0
Ind. Ord.	597.3	448.6	597.3	448.6	448.6	448.6	448.6	448.6	448.6
Gold Mines	429.0	356.5	356.5	356.5	356.5	356.5	356.5	356.5	356.5

amount to 238p and North West Mining eased 1 1/2 to 180p. Broken Hill 8 to 145p. Peko, low of 20p and Anglo-American, low of 20p to a year's low of 220p—45 down on the weak U.S. seven-year Treasury note.

In the speculative issues, North

NEW HIGHS AND LOWS FOR 1981

The following quotations in the Share Information Service yesterday attained new Highs and Lows for 1981.

NEW HIGHS (10)	
First Chicago	100.00
Electronics	100.00
Electronics	100.00
Electronics	100.00
Electronics	100.00
Electronics	100.00
Electronics	100.00
Electronics	100.00
Electronics	100.00
Electronics	100.00
NEW LOWS (40)	
London Corp.	100.00
Woolworths	100.00
Woolworths	100.00
Woolworths	100.00
Woolworths	100.00
Woolworths	100.00
Woolworths	100.00
Woolworths	100.00
Woolworths	100.00
Woolworths	100.00

RISES AND FALLS YESTERDAY

	Rises	Falls	Same
British Govts.	15	1	52
Corps. Dom. and	173	181	1,018
Financial and Prop.	8	40	55
Plantations	0	3	9
Mines	2	9	70
Others	21	75	93
Totals	394	474	1,656

FT-ACTUARIES SHARE INDICES

These Indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS & SUB-SECTIONS	Thur., Oct. 29, 1981					Index No.	Year ago (approx.)
	Index No.	Day's Change %	Est. Earnings Yield % (Mar.)	Gross Div. Yield % (ACT at 30%)	P/E Ratio (Net)		
1 CAPITAL GOODS (210)	319.60	+0.1	11.31	5.08	10.94	319.18	308.40
2 Building Materials (25)	265.58	-0.1	16.91	6.47	6.74	265.89	262.28
3 Contracting, Construction (28)	478.84	-0.2	19.72	7.75	5.93	479.76	474.60
4 Electricals (30)	1055.56	+1.0	8.64	2.72	14.45	1049.40	1020.27
5 Engineering Contractors (9)	439.82	+0.3	14.73	6.26	8.01	438.39	435.56
6 Mechanical Engineering (66)	173.70	-0.1	12.76	6.31	10.18	173.92	172.38
7 Metals and Metal Forming (13)	146.48	+0.1	9.94	8.08	13.77	146.38	145.91
8 Motors (21)	83.20	-1.1	8.12	8.12	8.12	84.14	84.96
9 Other Industrial Materials (18)	323.54	-1.5	10.20	6.18	11.93	323.43	321.67
10 CONSUMER GROUP (197)	298.10	-0.2	14.42	6.88	9.93	298.16	297.13
11 Brewers and Distillers (23)	248.51	-0.3	18.05	7.79	6.67	248.28	246.11
12 Food Manufacturing (21)	243.00	+0.6	16.49	6.94	7.31	241.47	239.23
13 Food Retailing (15)	499.75	+1.5	9.91	3.67	12.23	497.84	497.78
14 Health and Household Products (7)	318.49	+0.1	9.31	8.42	11.75	318.08	318.08
15 Leisure (24)	383.05	+0.4	10.63	5.75	12.68	381.41	381.25
16 Newspapers, Publishing (12)	294.07	+0.2	14.42	6.88	9.93	294.16	293.13
17 Packaging and Paper (13)	119.43	-0.5	15.63	8.91	7.78	119.19	118.73
18 Stores (45)	214.07	+0.3	13.58	6.29	8.95	213.35	212.94
19 Textiles (23)	138.94	-2.8	9.12	6.42	15.25	142.08	139.21
20 Tobacco (3)	242.36	-0.4	10.74	4.91	24.32	242.36	242.36
21 Other Consumer (14)	246.19	+1.0	8.92	7.05	17.41	243.85	240.92
22 OTHER GROUPS (80)	1055.56	+0.6	8.64	2.72	14.45	1049.40	1020.27
23 Chemicals (16)	246.57	+0.7	9.94	8.08	13.77	246.38	245.91
24 Oil (13)	694.94	+0.4	24.49	8.12	5.53	692.45	693.11
25 INDUSTRIAL GROUP (487)	261.72	+0.2	12.90	6.08	9.41	261.11	259.25
26 Oils (13)	694.94	+0.4	24.49	8.12	5.53	692.45	693.11
27 500 SHARE INDEX	261.72	+0.2	12.90	6.08	9.41	261.11	259.25
28 FINANCIAL GROUP (119)	231.88	-0.1	6.39	7.23	3.31	232.03	232.54
29 Banks (6)	228.63	-0.1	35.61	9.81	3.31	228.63	228.63
30 Insurance (10)	201.39	-0.4	15.45	9.18	8.96	202.26	204.26
31 Insurance (Life) (9)	240.94	-0.5	6.44	6.44	6.44	240.94	240.94
32 Insurance (Composite) (10)	158.09	-0.6	8.47	8.47	8.47	159.00	158.02
33 Insurance Brokers (8)	407.46	-0.3	11.34	5.92	12.00	406.73	402.57
34 Merchant Banks (13)	141.88	+0.7	5.67	5.67	5.67	140.93	139.78
35 Property (50)	413.92	-0.2	4.70	3.45	28.48	414.61	412.44
36 Miscellaneous (10)	422.11	+0.3	19.82	6.77	6.74	421.61	421.61
37 Investment Funds (110)	276.71	+0.4	5.92	5.92	5.92	276.71	276.71
38 Mining Finance (4)	229.93	-1.3	14.96	6.16	8.04	229.65	229.65
39 Overseas Traders (17)	387.56	-0.7	13.56	8.27	9.00	388.23	387.55
40 ALL-SHARE INDEX (750)	284.60	+0.1	6.44	6.44	6.44	284.23	284.10
FIXED INTEREST							
	Thur. Oct. 29	Day's change %	Wed. Oct. 28	1st adj. today	2nd adj. today	1981 to date	Year ago (approx.)
1 British Government	13.85	13.85	13.85	13.85	13.85	13.85	13.85
2 10 Years	104.06	+0.34	103.71	—	9.18	—	—
3 5 Years	97.86	+0.71	97.17	—	11.83	—	—
4 Over 15 Years	98.92	+0.71	98.23	—	12.32	—	—
5 Irredeemables	104.18	+0.93	103.21	—	13.56	—	—
6 All Stocks	99.92	+0.51	99.33	—	10.70	—	—
7 Preference	50.84	-0.17	50.95	—	6.30	—	—

ACTIVE STOCKS

Above average activity was noted in the following stocks yesterday.

Stock	Closing price	Day's change	Stock	Closing price	Day
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FT UNIT TRUST INFORMATION SERVICE

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New Zealand Ins. Co. (UK) Ltd.
Maitland House, Southsea S81 2J5
0707 629955

Kee & Kinn, Ltd.
Commercial
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OFFSHORE & OVERSEAS

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Trident plan may be delayed

BY BRIDGET BLOOM

THE GOVERNMENT'S decision to buy the Trident submarine system, which is designed to modernise Britain's independent nuclear deterrent, in the 1980s, has been reopened in the wake of the U.S. announcement that it is to phase out its own Trident missiles in favour of a larger and more expensive version of the same weapon.

The Ministry of Defence would still prefer to go for Trident in its more ambitious form, but the Government may decide to delay the project.

Other options being canvassed include going for the original cheaper version of the Trident 1, despite the problems that would be caused by the U.S. ceasing to produce the weapon.

Alternatively, as a way of phasing the Trident system in favour of submarine-launched cruise missiles, also being re-examined, although without enthusiasm.

Ministers are concerned that

for the first time for many years there is no political consensus within Britain on the need to maintain an independent British deterrent.

They are also aware that Trident is opposed not only by the Labour Party but also by the Social Democratic-Liberal Alliance and that a decision to opt for the more expensive Trident system could be reversed after the next election.

They are concerned that, in the present climate of financial stringency throughout the Government, the possibility of further escalation in the costs of replacing the independent deterrent could add to these political difficulties.

The U.S. decision to phase out the Trident 1 or C4 nuclear missile in favour of the longer-range, more accurate, and more expensive Trident 2 or D5 was announced earlier this month as part of President Reagan's \$180bn (£98bn) package to

modernise the country's strategic nuclear arsenal.

The decision creates a dilemma for the Government, which contracted, in July 1980, to buy the smaller missile from the U.S. if it abides by that contract, it risks having an obsolete system almost before it is operational.

The U.S. closes its production line on Trident 1 in 1984 and will remove the last weapons from its own vessels in the late 1980s.

However, the larger missile will be considerably more expensive than Trident 1—how much more is not known in detail for the missile is still on drawing board.

The new missile would also require much larger submarines than originally planned—probably nearly 19,000 tons displacement against 10-12,000 tons—which would add substantially to the cost.

Again, how much more is not

known, although costs of similar vessels in the U.S. are estimated to have nearly doubled in 10 years to more than \$2bn each.

Ministers are worried about apparent escalation in the original estimate of £5bn for the Trident 1. Unofficial estimates suggest that because of exchange rate variations and inflation, the true figure at 1981 prices could be as much as £7bn-£8bn.

Mr John Nott, the Defence Secretary, is understood to feel that the re-examination of Trident taking place in his Ministry will confirm that Britain should opt for the larger missile. He apparently still expects to put such a choice to Cabinet.

However, the Defence Ministry also believes that there is less urgency about a decision because the larger missile will not be ready for deployment in the U.S. until 1989.

Chicago bank cuts prime to 17½%

By David Lascelles in New York

CONTINENTAL ILLINOIS, Chicago's largest bank, last night cut its prime rate by 1 percentage point to 17½ per cent, which could lead to a reduction by other large U.S. banks.

The cut, the first in a fortnight, came in the wake of a continued decline in interest rates in the U.S. money markets. The cost of short-term funds this week has hovered in the 14-15 per cent range, a drop of about one percentage point on the week before, providing the banks with some encouragement to bring down their posted rates.

The mood on Wall Street was also buoyed yesterday by news that next week's Treasury quarterly refunding to finance the much-feared deficit contains no unpleasant surprises. The \$8.75bn (£4.5bn) in notes and bonds that will be sold is in line with expectations, even though it is one of the largest on record.

Continental Illinois' prime rate cut brings this key rate at which the banks lend to their best corporate borrowers, to within 1½ percentage point of its lowest point this year. Some bankers predict that it could fall to about 16 per cent by the end of the year, particularly if the recession takes some of the steam out of credit demand.

Wall Street is still anxious, however, about the longer term economic outlook and the possibility of a new surge in interest rates, as the full force of the Treasury's borrowing requirement makes itself felt.

William Hall writes: European short-term interest rates continued to move lower yesterday. The three-month Eurodollar rate fell by another quarter of a percentage point to 16 per cent and three-month Eurosterling rates were 1½ lower at 16½ per cent.

In the UK, short-term interest rates fell by around an eighth. The three-month inter-bank rate, which had touched 17 per cent at one stage earlier in the week, has dropped to 16½ per cent, and one-year rates are now down to 16½ per cent.

UK interest rates have benefited from the fall in Eurodollar interest rates and the relative buoyancy of sterling against the dollar. The pound yesterday rose 65 points to \$1.3320 in London and its trade-weighted index, as measured by the Bank of England, rose 0.3 to 88.5.

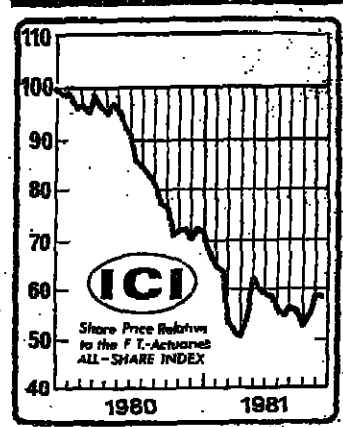
Prices in the UK gilt-edged market continued to move higher yesterday with rises of up to 10 p.p.

U.S. indicators, Page 4

THE LEX COLUMN

Sales recovery at ICI

Index rose 1.0 to 467.7



should have moved into line with its German competitors. The shares rose 2p yesterday to 262p, where the prospective yield is 9.3 per cent on an unchanged dividend.

Tanks

There are at least two unsatisfactory features about the bid by Societe Generale de Belgique for Tanks. The first is that the Belgian group has not stuck to the rules of the Takeover Code. It did not have to announce its decision until it had made much difference to the outcome. But companies which want to use the London market should follow London's rules.

Why did the Belgians launch a market raid? Tanks' last balance sheet showed net assets of some £75m. Societe Generale has five directors or associates on the board, and so may not be entirely surprised to learn in a circular yesterday from the other Tanks' directors that a conservative estimate of the proper value is £96m, or 560p per share.

Although the bidder now has control, a determined minority could still frustrate its 450p per share terms. Tanks' directors have bowed out rather sheepishly, but Rea Brothers, which claims to advise around a tenth of the equity—is rallying the opposition.

Coats Patons

The dollar may at last be moving in Coats Patons' favour, but volume is unfortunately travelling fast in the opposite direction. So even after a 20p windfall on the dollar, profits before tax work out only 5.5 per cent higher at £28.1m in the half year to June. With only modest property gains in the pipeline, the full year should show some decline from the 1980 level of £68m.

Coats is still doing better than many of its competitors and shareholders would be unreasonable to expect any fireworks. After a 44p fall to 624p yesterday, the shares yield 9.4 per cent.

The bulk of 5 per cent volume decline has again come in Europe, where only the UK fashion business is making a worthwhile return. This leaves the onus on the U.S. where the group is spending heavily; and on Brazil, American earnings have a patchy history while Latin America is prey to inflation and violent currency movements. Sterling profits from Brazil showed some improvement in the half year despite a fall in volume; interest rates of 140 per cent and a dramatic devaluation of the currency. Coats has obviously learned to live with such problems but a dependence on Latin America for one-third of profits, which looks on the cards this year, would hardly be reassuring.

Tilling/Berec

The elusive white knight—in the shape of Thomas Tilling—arrived yesterday to snatch Berec from the clutches of Hanson Trust. A one for one recommended share offer (not underwritten for cash) is worth 134p per Berec share, a very worthwhile advance on Hanson's 114p convertible offer but still well below Berec's book value of 132p.

The knight has just enough unissued capital and the bid is just small enough in asset terms to save him the trouble of liquidating his vessels to an ECM. His proclamation is a good deal friendlier than Hanson's—which had applied the word "abysmal" to Berec's record—and the Berec management will certainly feel more comfortable at Crews House than in the draughtier corridors of Hanson headquarters.

Tilling's paper is less highly rated than Hanson's, and Berec shareholders are being offered a proportionately greater stake in the combined businesses. Indeed, Berec's current year profits forecast of £14m implies some dilution of Tilling's earnings, as the 13p fall in Tilling's share price yesterday suggests. However, Tilling argues that if Berec meets its internal forecasts for 1982 the dilution will be eliminated.

As for Hanson, it need be no particular hurry to make its next move. The great thing from its point of view is that Berec has now put a price tag on its business. And Hanson is sitting on a paper profit of some £44m.

Reagan moves to reassure Israel

BY REGINALD DALE, U.S. EDITOR IN WASHINGTON

PRESIDENT Ronald Reagan and his senior advisers yesterday moved quickly to reassure Israel that the \$5.5bn (£4.7bn) U.S. military aircraft sale to Saudi Arabia, which includes five sophisticated A-7s (airborne warning and control systems)—early warning radar aircraft—might in the long run lead to additional arms sales to Israel.

The U.S. need to reassure Israel about the A-7s sale was highlighted by comments made yesterday by Mr Begin who said the decision posed a "new and serious danger."

Saudi Arabia hailed the Senate vote as a victory for both the kingdom and the U.S., and a defeat for Israel. Mr Kamel Hassan Ali, Egypt's Foreign

Minister, welcomed the deal, saying that "it can be considered a turning point in American policy towards the countries of the Middle East."

Mr Reagan's remark on the Saudi plan for the area was the Administration's first public comment on the proposal, which is bitterly opposed by Israel. The plan includes a call for the creation of a Palestinian state, with Jerusalem as its capital, and suspension of U.S. aid to Israel.

The State Department yesterday pointed out that the plan also recognised the right of all states in the region to live in peace, and said the U.S. believed that included Israel. The Saudis had also accepted the

need for a "just and comprehensive Middle East peace."

But while the U.S. welcomed some points in the plan, other points were best left to negotiations, the State department said. Mr Philip Habib, President Reagan's special Middle East envoy, is due to visit Saudi Arabia next month.

After Mr Reagan's triumph in averting a Congressional veto of the Anacs sale, Senator John Tower, the influential chairman of the Senate Armed Services Committee, predicted that Congress "will be favourably disposed towards supporting whatever military equipment Israel requires to maintain her ability to defend herself and our own interests in the area."

Editorial Comment, Page 18

Signetics seeks to delay salaries

BY LOUISE KEYHOF IN SAN FRANCISCO

SIGNETICS, the California semi-conductor-making subsidiary of the Dutch Philips group, has asked 1,000 of its top engineers to consider accepting a deferral of payment of their salaries until the New Year.

The Signetics move is the second recent attempt by a major U.S. company in the deeply-troubled semi-conductor industry to protect shrinking profits by looking to its employees for financial savings.

Intel, the world's fourth largest producer of integrated circuits, has ordered engineers and managerial staff to work a 50-hour week instead of 40 hours at no extra pay.

In a further illustration of

the growing pressures on the industry from fierce competition and heavy price discounting, National Semiconductor, the world's third largest chip manufacturer, has signed a technological exchange agreement with Wang Laboratories, a leading U.S. producer of word-processing computer systems.

Signetics is trying to ease its cash-flow problems by offering its top employees the option of postponing salary payments for the past 10 weeks of 1980-81 until the new tax year.

The company's personnel director claims that "this could be a tax benefit for some people," but most Signetics employees do not agree. Only 100 persons have taken up the

company's offer.

Intel has ordered its 67,000 employees to work 60 hours a week for no extra pay in an attempt to accelerate development of new products. In the past three months, 20 per cent of the company's revenues and a high proportion of its profits came from products introduced in 1981.

Said Mr Gordon Moore, the Intel chairman.

Though large scale redundancies have so far been avoided in the semi-conductor industry, some major manufacturers are cutting down their workforces by natural wastage.

Others close unprofitable product development programmes and shed engineers who have specialised in these areas.

Continued from Page 1

BL

letter sent by Sir Michael to union leaders spelling out the closure and sackings (threats had ensured that the dissatisfaction over the 3.8 per cent pay offer was turned into demands for strike action).

A senior steward at Cowley assembly plant said Sir Michael's call for a ballot would not be heeded. "He had a ballot on the pay offer last year, and they rejected it by two to one. He ignored that."

Mr Barry Tyson, a senior steward at Jaguar, said: "He's kicked us in the face for three years now, and the letter just kicked us too hard this time."

Mr Tyson said the Jaguar workers had voted for a strike by a substantial majority, and none now regretted doing so.

Workers at Cowley and Longbridge, interviewed by local radio stations, overwhelmingly affirmed their determination

The unions were prepared to make concessions in their claim if the company would negotiate, but it had refused so far to do so.

Shop stewards on the negotiating body said the mood of carworkers had hardened and accused Sir Michael of completely misjudging the situation with his call for a secret ballot.

The BL board is expected to meet again in the middle of next week, by which time it may be able to assess whether to carry out its threat to recommend to the Government liquidation of plants affected by industrial action. It has said it will take this course if "there is widespread and financially damaging strike action."

The company was taking some comfort last night from indications that while collar workers were voting for the 3.8 per cent pay offer, about one third of BL's 18,000 office workers have voted to accept, with the majority still to vote today.

Opec Continued from Page 1

majority of other members lowering theirs from \$35-38. Thus there will be little change in the average price of a barrel of Opec oil. The outcome was a compromise in that Saudi Arabia had been seeking a lower differential than the \$4 apparently agreed.

At the same time the more hard-line members of Opec—Iraq, Algeria, Libya and Iran—dropped their insistence that Saudi Arabia commit itself to cutting production.

The result may be regarded as a triumph for Saudi Arabia's determination to stabilise the price of oil at more or less what it considers to be a reasonable price.

Martin Dickson, Energy Correspondent, writes: The Saudi increase to \$34 a barrel is expected to be followed by a rise in the price of North Sea crude from \$35 a barrel to around \$37. These and other

realignments will push up the costs of UK refiners.

The average pump price of a gallon of four star petrol is therefore likely to move in 170.5p to 171.5p a gallon. It will be the eighth price rise this year and will mean the cost of petrol has risen 28 per cent since the start of January, when four star stood at 134p a gallon.

If the latest crude oil cost increases were loaded entirely on to petrol it would mean price rises of 9p to 10p a gallon. But in the current competitive market companies cannot attempt to do this and the increases seem certain to be spread across all products.

The upward movement in prices follows two months of bitter price wars—the result of the worldwide oil glut—as companies have cut margins and brought back special financial support for their dealers in selected areas.

It remains uncertain, whether ICL's banks will be prepared to extend further support unless the Government increases its own commitments.

It is understood that ICL has not so far asked for a modification of the £200m guarantee arrangements.

The deal provides ICL, in return for agreeing to market Fujitsu computers, with early access to the Japanese group's computer technology. ICL would purchase substantial quantities of microchips.

Active collaboration between the two companies is not due to start until next year. ICL, however, needs to conclude the agreement formally before proceeding to the next stage of its capital restructuring.

Continued from Page 1

CBI

increase, confidence might have continued to rise.

"We are not facing a third dramatic turnaround in recession following the two downturns of the past 18 months," Mr Clemonson said. But capacity will continue to be taken out and there will be more destocking.

Companies in many areas had been holding on to production facilities and labour during the summer, hoping that prospects would improve.

The CBI has tried to analyse how seriously the loss of industrial capacity will affect companies when business improves but have failed to reach firm conclusions.

However, Mr Clemonson warned that imports would be "sucked in because of the loss of capacity," especially in industries which did not have the funds to modernise during the recession.

Japan asks ICL to underwrite deal

BY GUY DE JONQUIERES

THE Japanese authorities are insisting that ICL, Britain's leading computer manufacturer, provides financial guarantees of about £100m to underwrite its recent agreement in principle to collaborate with Fujitsu, the large Japanese electronics group.

The agreement, announced three weeks ago, is the centrepiece of the recovery strategy being charted by Mr Robb Willmot, ICL's managing director. The strategy provides for co-operation in marketing, technology and semi-conductor purchasing.

The Japanese demand presents a major challenge to ICL, which is expected to report a loss of about £80m for its recently-ended financial year. Last March the company had to obtain a £200m government loan

guarantee to enable it to continue borrowing.

The company's bank borrowings have risen steeply in recent months. If it is to meet the Japanese conditions it may have to seek an extension of the government guarantee which is due to expire in less than 18 months.

The demand is being pressed by Japan's Export-Import Bank, a government agency. It wants the guarantees as security in exchange for helping to finance the exports of large Fujitsu computers which ICL plans to market in Europe from 1983.

The position is further complicated by the recent international agreement to realise interest rates for export credits. Japan's Export-Import Bank raised its rates as a result of

this agreement, although to levels still well below those charged by most Western Governments.

ICL is still negotiating with Fujitsu and Japan's Trade Ministry in an effort to relax the terms. It is also meeting its banks this week to discuss ways of meeting the conditions.

It is understood that Japan is insisting that part of the guarantee be funded by a Yen performance bond to be issued by ICL on the Japanese capital market. The remainder would be provided in the form of guarantees from major banks.

It is thought that room can still be found within the existing government loan guarantee to cover a Yen issue, although this would have to be authorised by the Industry Department. But, with less than 18 months to run, the term of the govern-

ment guarantee is considerably shorter than ICL's seven-year agreement with Fujitsu.

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Weather

UK TODAY

BRIGHT at first in most places with rain spreading from SW. London, E. S.E. and N. England, Midlands, N. Wales, Scotland, N. Ireland. Bright at first, cloud and rain later. Max. 11C (52F).

Channel Islands, S.W. England, S. Wales. Cloudy, rain becoming more persistent.

General outlook: Dry and warmer in south. Some rain elsewhere.

WORLDWIDE

	Y'day	Today	Y'day	Today
Amsterdam	10	12	Amsterdam	10
Antwerp	10	12	Antwerp	10
Athens	10	12	Athens	10
Bahia	10	12	Bahia	10
Bombay	10	12	Bombay	10
Buenos Aires	10	12	Buenos Aires	10
Calcutta	10	12	Calcutta	10
Canton	10	12	Canton	10
Cebu	10	12	Cebu	10
Colon	10	12	Colon	10
Hankow	10	12	Hankow	10
Hong Kong	10	12	Hong Kong	10
Kobe	10	12	Kobe	10
London	10	12	London	10
Lyons	10	12	Lyons	10
Manila	10	12	Manila	10
Medan	10	12	Medan	10
Osaka	10	12	Osaka	10
Paris	10	12	Paris	10
Shanghai	10	12	Shanghai	10
Singapore	10	12	Singapore	10
Tokyo	10	12	Tokyo	10
Yokohama	10	12	Yokohama	10

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↑ Noon GMT temperatures.

—Cloudy, —Clear, —Fair, —Rain, —Sun.

↑ Noon GMT temperatures.

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